REPORT OF

COMMITTEE ON THE STUDY OF CLOSER RELATIONSHIPS

OF GENERAL INTERDENOMINATIONAL AGENCIES

TO

THE STUDY CONFERENCE

OF REPRESENTATIVES OF THE FOLLOWING AGENCIES -

Federal Council of the Churches of Christ in America
International Council of Religious Education
Home Missions Council of North America
Foreign Missions Conference of North America
Council of Church Boards of Education
National Council of Church Women
United Stewardship Council
Missionary Education Movement of the United States and Canada

Hotel Dennis
Atlantic City, New Jersey
Dec. 9-11, 1941

REPORT OF

COMMITTEE ON THE STUDY OF FOREIGN RELATIONSHIPS

OF GENERAL INTERNATIONAL AGENCIES

TO

THE STUDY COMMITTEE

OF REPRESENTATIVES OF THE NATIONAL AGENCIES -

Federal Council of the Churches of Christ in America
International Council of Religious Education
Home Missions Council of North America
National Conference of Jewish Relations
Council of Church Boards of Education
National Council of Church Women
United Stewardship Council
Missionary Education Movement of the United States
and Canada

Global Domain
Atlantic City, New Jersey
Hobe Sound, Fla.

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COMMITTEE ON THE STUDY OF CLOSER RELATIONSHIPS
OF GENERAL INTERDENOMINATIONAL AGENCIES

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During 1940 a committee representing the International Council of Religious Education, the Foreign Missions Conference of North America, the Home Missions Council, the Council of Women for Home Missions, the National Council of Church Women and the Federal Council of the Churches of Christ in America carried on a preliminary study of the possibility of closer relations among general inter-church agencies.

This committee reported to the agencies represented in it that it had "reached the clear conviction that the desperate need of the modern world calls for a new effort to order the churches' forces in the most effective way; for the reinforcing of each by the strength of all; for united plans for the strongest possible impact of the agencies of the churches on the totality of Christian problems and concerns; and for such closer relationships as will make those objectives possible."

The committee's study revealed three possible types of closer relationships, viz.:

1. Development of cooperative activities within the present organizational structure.

2. A federation of agencies without surrender of separate identities.

3. The organization of a single corporate body replacing the present agencies.

The Committee presented to the agencies recommendations designed to make possible the study of these plans by a larger and more representative conference. These recommendations, in the form in which they were subsequently approved by the several agencies, provided -

first, for the appointment of an interim committee, consisting of three persons appointed by each participating agency with the Executive Secretary of each agency ex officio, to make further preliminary studies and to arrange for and conduct a representative conference;

second, that this conference, to be held during 1941, consist of 20 (later increased to 25) officially appointed representatives of each participating agency; and

third, that attention in this study be particularly directed toward the possibility of a single corporate agency.

These recommendations were adopted and participation in the proposed study and conference was approved by all of the agencies represented in the preliminary committee and by three additional agencies - the Council of Church Boards of Education, the Missionary Education Movement of the U.S. and Canada, and the United Stewardship Council. The list of participating agencies (the Home Missions Council and the Council of Women for Home Missions having in the

"REPORT OF
CONFERENCE ON THE STUDY OF COMMUNICATIONS
BY GERMAN INTERNATIONAL LAWYERS

PART I - INTRODUCTION

I. Origin of Study -

During 1950's extensive hearings by the International Council of Broadcasting Unions, the Foreign Missions Conference of North America, the Home Missions Council, the Council of Women for Home Missions, the National Council of Churches, Women and the Federal Council of the Churches of Christ in America expressed a preliminary study of the practicality of closer relations among general international organizations.

This committee reported to the Executive Committee of the Council and recommended the closer association that the determination of the practicability could be for a representative to confer the counsel of others in the work of the committee; for the purpose of assisting by the exercise of the authorities on the technical or practical problems and obstacles; and for such closer relationships as will make these objectives possible."

The committee's study revealed which seemed to be types of closer relationships, namely:

1. Formal consult of objectives activities within the specialized organizations.

2. A federation of specialized international authority of religious institutions.

3. The organization of a single committee to be responsible for the movement.

The committee presented to the Executive Committee the proposal to make possible the study of these plans by a single well qualified representative. Three recommendations were the form in which they were adopted by the Executive Committee:

First, that the committee be in the United States, composed of three persons appointed by each participating agency with the Executive Secretary of each agency as ex officio. To make informal contacts and to arrange for and conduct a representative conference;

Second, that this committee be held during July, consists of 20 (Later increased to 24) carefully selected representatives of each participating agency; and

Third, such conference be held study to particularly discuss the practicability of a single organization.

These recommendations were adopted and the committee in the proposed study and conference was approved by all of the organizations represented in the particular agency concerned and by Union Radio Institute - the Council of Church Boards of Education, the Missionary Education Movement of the USA and Canada, and the United Church Women, Council; the Bible of Christian Education (the Home Missions Council and the General of Women for Home Missions having an the

meantime merged) is, therefore as follows:

Federal Council of the Churches of Christ in America
International Council of Religious Education
Home Missions Council of North America
Foreign Missions Conference of North America
Council of Church Boards of Education
National Council of Church Women
United Stewardship Council
Missionary Education Movement of the United States and Canada

II. Procedure of Committee -

1. The Committee authorized by these actions was constituted as follows:

Federal Council of Churches of Christ in America

Rev. F. L. Fagley, 287 Fourth Avenue, New York
Rev. C. E. Schaeffer, 1505 Race Street, Philadelphia, Pa.
Rev. William B. Pugh, Witherspoon Building, Philadelphia, Pa.
Rev. S. M. Cavert (ex officio), 297 Fourth Avenue, New York

International Council of Religious Education

Dean Luther A. Weigle, Yale University Divinity School, New Haven, Conn.
President Arlo A. Brown, Drew University, Madison, N.J.
Rev. A. R. Keppel, 1505 Race Street, Philadelphia, Pa.
Rev. Roy G. Ross (ex officio), 203 North Wabash Avenue, Chicago, Ill.

Home Missions Council of North America

Rev. G. Pitt Beers, 212 Fifth Avenue, New York
Rev. Hermann N. Morse, 156 Fifth Avenue, New York
Mrs. Jennie C. Callister, 62 Hubbard Place, Brooklyn, N.Y.
Miss Edith E. Lowry or Rev. Mark A. Dawber (ex officio) 297 Fourth Ave., New York

Foreign Missions Conference of North America

Rev. Fred Field Goodsell, 14 Beacon Street, Boston, Mass.
Rev. Charles T. Leber, 156 Fifth Avenue, New York
Rev. Robert M. Hopkins, 156 Fifth Avenue, New York
Rev. Emory Ross (ex officio) 156 Fifth Avenue, New York

National Council of Church Women

Mrs. Harry Goodeke, 112 South Broadway, Baltimore, Md.
Mrs. Herbert W. Crowe, 404 Parkside Drive, Peoria, Ill.
Mrs. E. L. Eggers, 437 Detroit, Hammond, Indiana.
Miss Mary C. Smith (ex officio) 507 Thorpe Building, Minneapolis, Minn.

[illegible]

[illegible]

[illegible]

State and Local Councils of Churches

Rev. John W. Harms, 9 East Franklin Street, Baltimore, Md.

Council of Church Boards of Education

Dr. Gould Wickey 744 Jackson Place, N.W., Washington, D.C.
Rev. Harry T. Stock, 14 Beacon Street, Boston, Mass.

Missionary Education Movement

Rev. Gilbert Q. LeSourd, 156 Fifth Avenue, New York

2. The Committee was convened on April 18th and organized by electing Luther A. Weigle as Chairman and H. N. Morse as Secretary. The Committee approved a memorandum, prepared by the Secretary at the request of the convening committee, defining the issues to be studied and outlining a procedure.

The Committee adopted the following clarifying statement:

"This Committee understands that the Interdenominational Agencies which have approved the plan presented to them for a joint study of closer relationships have thereby indicated their belief in the importance of achieving the fullest possible measure of cooperation and integration among such agencies. They have agreed to explore together the best methods of bringing about this mutually desired result. We do not understand that they have in any sense obligated themselves in advance to approve of any particular plan of cooperation or type of organization".

3. The Committee requested its Secretary to make the preliminary studies and to assemble the documents and general information concerning the several agencies required for the work of the Committee and for the consideration of the Study Conference. This was done through correspondence and conference with the representatives of these agencies. A preliminary report was considered by the Committee at a meeting on September 26th and approved with certain changes and additions. The Chairman and Secretary were thereupon authorized to prepare the report in final form for submission to the Study Conference as the report of the Committee. A further meeting of the Committee is to be held immediately prior to the opening of the Study Conference on December 9th.

4. This report is presented by the Committee not as a basis for final and definitive action but to clarify the issues involved in this study and to assist in the determination of subsequent procedures. The Committee has not sought any formal statement of opinion on the issues from any of the participating agencies, pending the consideration of its report by the Study Conference.

III. Objectives of Study -

The study, as conducted by the Committee to this point, has had four limited objectives:

1. A factual analysis of the cooperating agencies, with the emphasis on those factors most obviously related to the question of 'closer relationships' viz., constituency and management; organization and operating procedure; primary functions and program; inter-organizational relationships; finance and promotion; personnel. The Committee is keenly aware of its inability to do full justice to

States and Local Councils of Churches

Rev. John W. Byrne, 10 East Franklin Street, Baltimore, Md.

Council of Church Boards of Education

Dr. Donald McGavran 7th Floor Plaza, N.W., Washington, D.C.
Rev. Harry L. Stokes, 111 Beacon Street, Boston, Mass.

Missionary Education Movement

Rev. Gilbert C. Leonard, 156 Fifth Avenue, New York

2. The committee was convened on April 18th and organized by electing Dr. Hollis M. Christman and H. Kraemer as Secretary. The Committee approved a memorandum prepared by the Secretary at the request of the convening committee, defining the tasks to be obtained and outlining a procedure.

The Committee adopted the following clarifying statement:

"This Committee understands that the Interdenominational Agencies which have approved the plan presented to them for a joint study of closer relationships have thereby indicated their belief in the importance of carrying the fullest possible measure of cooperation and integration among such agencies. They have agreed to explore by the most practicable methods of bringing about this mutually desired result. We do not undertaken that they have in any sense established themselves in advance to the approval of any particular plan of cooperation or type of organization".

3. The Committee requested the Secretary to make the preliminary studies and to assemble the documents and general information concerning the several agencies required for the work of the Committee and for the consideration of the Study Conference. This was done through correspondence and conferences with the representatives of these agencies. A Preliminary report was established by the Committee at a meeting on September 26th and approved with certain changes and additions. The Christian Education Commission authorized to prepare the report in final form for submission to the Study Conference as the report of the Committee. A copy of this report is to be mailed to the Study Conference in advance of the Study Conference.

4. This report is presented by the Committee not as a basis for final and definitive conclusions but as an effort to clarify the issues involved in this study and to assist in the determination of subsequent procedure. The Committee hopes that any further statement of opinion on the issues from any of the participating agencies, prompting the consideration of the report by the Study Conference.

III. Objectives of Study -

The study, as conceived by the Committee envisages four limited objectives:

1. A fundamental analysis of the cooperative agencies, with the organizations, functions and relationships to the Church of each agency, and a preliminary and preparatory organization and reporting procedure, interpretation and presentation of relationships, functions and procedures. The Committee is aware of the inability to do full justice to

the less ponderable aspects of all of these agencies or fully to appraise all of the values which, from their respective points of view, are of vital concern in this study.

2. To consider the case for a single corporate agency and to formulate principles for its organization and procedure. At this stage the Committee is not prepared to present a formal draft of charter, constitution or by-laws or a complete blueprint of interior organization, but is limiting its discussion to general principles.

3. To consider the practicability and the advantages or disadvantages of other types of 'closer relationship' than such a single corporate agency.

4. To consider possible further procedures in the study of this whole question.

PART II - FACTUAL ANALYSIS

The facts here presented have been checked with the representatives of each agency and are believed to be substantially correct. It is not assumed that the analysis covers all points of significance. The interests and organizational contacts of these councils as a group are, substantially, as widely ramified as those of the denominations which they represent. The Committee recognizes the desirability of a further and more detailed study.

In general, the main interest and field of operation of each of these agencies are indicated by its name. What is more significant is the degree to which these interests converge and these fields of operation over-lap so that in no instance is a single word or phrase either completely descriptive of or exclusively applicable to one of these agencies. Each has distinctive functions and characteristics. Each has other functions and characteristics which it shares with other agencies. The reasons for this are, principally, of four sorts: first, traditional interests like missions and religious education have become vastly wider in scope than formerly; second, important new interests have developed and become more or less closely identified with two or more of the older interests; third, the field contacts and promotional processes are, to an increasing degree, common to all the agencies; fourth, a tendency within denominations to consolidate agencies and a tendency in states and local areas to develop an inclusive type of interdenominational agency have 'tightened up' the relationships of general agencies in two most important contact areas.

I. General Organization -

1. Incorporation -

The Federal Council of the Churches of Christ in America is incorporated under the laws of the State of New York.

The Committee of Reference and Counsel of the Foreign Missions Conference of North America is incorporated under the laws of the State of New York.

The International Sunday School Association of America is incorporated under an act of the Congress of the U.S., operating under the name and title "The International Council of Religious Education" which Council functions as the Executive Committee of the Association.

the less paradoxical aspects of all of these agreements is fully to appreciate all of the values which, in their respective points of view, are of vital concern in this study.

2. To consider the case for a single economic market and to formulate policies for its organization and management. It will also be the Commission's proposed development of formal tests of character, constitution or by-laws in order to insure of independent relationship, but to limiting the difficulties to general principles.

3. To consider the practicability and the advantages or disadvantages of some type of closer relationship than merely a single customs agreement.

4. To consider possible further procedures in the study of this whole matter.

PART II - EXISTING MATERIAL

The facts have to presented have been compared with the representatives of each country and are believed to be substantially correct. It is also assumed that the statistics, census and publications of statistics and organizations and other sources of information are reasonably correct, substantially, in widely published the tables of the international which they represent. The statistics are based on the assumption of the data and more detailed study.

In general, the present industrial field of operation of each of the separate industrial activities. That is very significant as the degree to which each industry operates and large financial operations, or to the in the industrial development or operating of or exclusively or partially in one of these operations. Each has distinctive function and other activities. Their industrial and organization which it forms with other operations. The management and technical of the industry. Financial, and industrial diversification, capacity have been developed in many in the industry. Industries have developed and based on the local or of the other industries, highly the field of and management, processes, and human industrial degree, of all the operations; finally, the technical characteristics of the industry, approximately in the industry and industrial capacity have developed in the industry and industrial degree in the most important characteristics.

I. Current Organization:-

1. Introduction:-

The Problem Concerned of the Question of Unity in Industry is a component under the Law and the state of New York.

The Condition of Industry and Commerce of the Foreign Negotiation Conference of South America is concerned under the Law of the State of New York.

The Industrial and Commerce Social Agreement of America is incorporated under an act of the Congress of the U.S., including under the name and title "The International Council of Religious Education" which Council Functions in the Executive Committee of the Association.

The Missionary Education Movement of the United States and Canada is incorporated under the laws of the State of New York.

The Home Missions Council of North America, the Council of Church Boards of Education, the United Stewardship Council and the National Council of Church Women are not incorporated.

2. Relationship to Denominations -

a) Federal Council of Churches - representative of and controlled by the constituent denominations as such, through their highest governing (ecclesiastical) bodies. All members of the Council are appointed and all members of its Executive Committee are nominated directly by the authority of the constituent denominations. Representation of member denominations on the Council and on its Executive Committee is proportional to their respective communicant memberships, with a basic representation of 3 members on the Council and 2 on the Executive Committee in each case. Under certain stated conditions voting in the Council may be by denominational units. Additions to constituent membership require approval of representatives of two-thirds of the bodies represented, voting separately by denominations. All activities of the Council of every sort and all its departments, commissions or other units are under the authority of the Council itself or its Executive Committee. The control of the Federal Council by the ecclesiastical authority of the constituent bodies is thus theoretically and practically complete. The constitution states that the Federal Council has "no authority over the constituent bodies adhering to it," its province being limited to counsel and recommendation, and that it cannot in any way "limit the full autonomy of the Christian bodies adhering to it."

b) International Council of Religious Education - relationship to the denominations is primarily through the denominational Boards or Societies having responsibility for religious education. Neither theoretically nor practically are denominational representation and control as complete as in case of Federal Council. Representation of constituent denominations on the International Council is proportional to their respective church memberships, with a basic representation of two members. Though not so stated in the By-Laws, this provision is interpreted in practise as referring to Boards and not to the ecclesiastical organizations as such. This direct denominational representation constitutes approximately half of the total membership. Other members are representative of the State Council constitutent members or are members at large elected by the Council or by the Quadrennial Convention. The closeness of the denominational relationship is indicated by the fact that executives or staff members of denominational agencies constitute, at the present time, 19 of the 42 members of the Commission on Educational Program, 14 of 30 members of the Board of Trustees, 179 of 274 persons serving on educational committees, and an influential element in the 16 professional advisory sections. These professional advisory sections are autonomous bodies which elect their own officers and determine their own basis of membership. In practise, the International Council is responsive to and representative of the educational societies of its constituent denominations; theoretically, it is not completely subject to their control.

c) Home Missions Council of North America - representative of and controlled by the denominational Home Mission agencies which constitute its membership. Voting membership on the Council and its Executive Committee is limited to officially designated representatives of denominational member organizations, the total representation of any denomination on the Council itself being limited to 20; the Executive Committee is elected by the Council from its own membership. All activities of the Council are subject to the control of the Council or its Executive Committee. Denominational control, exercised through mission agencies is thus complete.

d) Foreign Missions Conference of North America - representative of and controlled by the denominational Foreign Mission Boards and related agencies which constitute its membership. Denominational agencies have each one or more representatives in the membership of the Conference, based on the amount of annual income; a similar basis of representation is accorded certain non-denominational agencies and another group of non-denominational agencies have one representative each. The Committee of Reference and Counsel, which is the incorporated body of the Conference and, practically, functions as its executive committee, includes 21 members appointed by the Conference and the Chairman or Vice-Chairman of each of the Representative Committees (10 in number). Practically, the Conference is fully representative of the denominational Foreign Mission Societies although theoretically it is not as completely subject to denominational control as is the Home Missions Council. The Conference is a constituent member of the International Missionary Council, the functions of which are "related to the mission and expansion of Christianity in all the world" (except the United States and Canada.)

e) Council of Church Boards of Education - representative of denominational societies and of various other groups functioning "in the field of secondary and higher education under Christian auspices." The membership of the Council includes (1) 3 representatives appointed by the appropriate agency of each constituent denomination; (2) the members of the National Commission on Church-Related Colleges (15 in all); (3) members, not to exceed 15, of the National Commission on University Work (composed of staff representatives of the constituent denominations); (4) one representative of each professional advisory section. Thus, while the Council is broadly representative of the denominational educational societies, it is not completely subject to denominational control.

f) Missionary Education Movement of the United States and Canada - representative of and controlled by denominational Home and Foreign Mission Boards and denominational agencies responsible for missionary education. The governing body is a Board of Managers. Member agencies are required to accept a share of the budget of the Movement and have representation on the Board of Managers proportional to their contribution based on their respective incomes. These representatives are nominated by the member agencies and elected by the Board of Managers. The charter provides that "at all times a majority of the members of the said Board of Managers shall be secretaries of the home and foreign mission boards of the United States and Canada." Thus, the Movement is both theoretically and in fact completely representative of the official denominational agencies functioning in its field.

g) United Stewardship Council of the Churches of Christ in the United States and Canada - primarily representative of and controlled by the denominational agencies responsible for stewardship education and promotion. Secretaries of constituent denominations carrying responsibilities in this field are members of the Council during their tenure of office. Other interested persons may be elected members for 3 year periods but may not vote "on questions affecting the stewardship policy of the denomination."

h) National Council of Church Women - membership consists of interdenominational organizations of church women, local, state or inter-state, with individual church women as associate members. The governing body is a Board of Directors which includes the Presidents of state and inter-state organizations, a representative from each state with 8 or more affiliated councils, a representative from any group of eight or more councils in an unorganized state, the officers of the Council and 12 directors at large elected at the biennial meeting. The Council is thus not directly subject to denominational control.

3. Denominational Constituencies -

Of the 250 Religious Bodies in the U. S. listed in the Federal Councils recent compilation of church statistics, 58 have full membership and 3 others some form of consultative membership in one or more of these interdenominational agencies. Six bodies in Canada are also represented. Of this total of 67 bodies, the number having affiliation with each of the agencies being studied is as follows:

Home Missions Council	23
Foreign Missions Conference	61
Federal Council of Churches	24
Council of Church Boards of Education	22
International Council of Religious Education	40
Missionary Education Movement	22
United Stewardship Council	26
The National Council of Church Women does not have denominational affiliations as such	

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Number affiliated with one agency only	26
Number affiliated with two agencies only	12
Number affiliated with three agencies only	2
Number affiliated with four agencies only	7
Number affiliated with five agencies only	2
Number affiliated with six agencies only	3
Number affiliated with all seven agencies	15
Total Number	67

The 20 denominations which are affiliated with 5 or more agencies have a total membership of 25, 165,451.

The complete analysis of denominational constituencies is as follows:

7. Denominational Affiliations.

Of the 250 Religious Bodies in the U. S. listed in the Federal Council roster of affiliation of church statistics, 38 have full jurisdiction and 3 others some form of consultative membership in the Council of these denominational organizations. Six bodies in Canada are also represented. Of the total of 47 bodies, the number having affiliation with each of the agencies being studied is as follows:

Home Missions Council	35
Foreign Missions Conferences	31
Federal Council of Churches	34
Council of Church Boards of Education	30
International Council of Religious Education	30
National Sunday School Association	30
United Stewardship Council	30
The National Council of Church Women does not have denominational affiliations as such.	

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Number affiliated with no agency only	20
Number affiliated with two agencies only	12
Number affiliated with three agencies only	2
Number affiliated with four agencies only	7
Number affiliated with five agencies only	3
Number affiliated with six agencies only	1
Number affiliated with all seven agencies	15
Total churches	60

The 60 denominations which are affiliated with 5 or more agencies have a total membership of 25,195,[illegible].

The annual contributions in denominational and interdenominational agencies are as follows:

DENOMINATIONAL CONSTITUENCIES

V = full membership C = Consultative or affiliated relationship

	H.M.C. of N.A.	F.C. of C. of C. in A.	F.M.C. of N.A.	C. of C.B. of Ed.	I.C. of R.E.	M.E.M.	U.S.C.	N.C. of C.W.
I. Churches in U. S. A.								
Adventist Bodies -								
1. Advent Christian Ch.			V		V			
2. Seventh-Day Adventists			V					
3. Assemblies of God			V					
4. No. Baptist Convention	V	V	V	V	V	V	V	
5. Southern Bapt. Convention			V	V	C	V	V	
6. National Baptist Convention	V	V	V		V			
7. Seventh Day Baptists		V	V	V	V		V	
8. Church of the Brethren	V	V	V	V	V	V	V	
9. Brethren in Christ			V					
10. Church of Christ (Holiness) U.S.A.			V		V			
11. Church of God			V		V		V	
12. Churches of God (Holiness)			V					
13. Church of the Nazarene			V		V		V	
14. Churches of Christ					V			
15. Churches of God in N.A. (Gen'l. Eldership)			V		V			
16. Congregational Christian	V	V	V	V	V	V	V	
17. Disciples of Christ	V	V	V	V	V	V	V	
18. Syrian Antiochan Orthodox		V						
19. Evangelical and Reformed	V	V	V	V	V	V	V	
20. Evangelical	V	V	V	V	V	V	V	
21. Hephzibah Faith Miss'y. Assoc.			V					
22. Rel. Soc. of Friends	V	V	V	V	V	V	V	
23. Rel. Soc. of Friends of Phila. & Vic.			V					

INTERNATIONAL COOPERATIONISTS

W = Full acceptability O = Conditional or qualified acceptability

1. Christians in U. S. A.										
Universal Doctrine										
1. Advent Christian Ch.								W		
2. Evangelical Adventists										
3. Assembly of God						W		W	W	W
4. Am. Baptist Convention	W		O		W			W	W	W
5. Southern Bap. Convention								W		
6. National Baptist Convention	W		W		W			W		W
7. Church of Jesus Christ			W		W			W		W
8. Church of the Brethren	W		W		O			W	W	W
9. Christian Ch. (Disciples)								W		
10. Church of Christ (Ind. Assn.)								W		W
11. Church of God								W		
12. Churches of God (Holiness)								W		W
13. Church of the Brethren								W		
14. Churches of Christ								W		
15. Churches of God in Jesus (Jehovah)								W		
16. Congregational Christian								W	W	W
17. Disciples of Christ								W	W	W
18. Eastern Orthodox										
19. Free Methodist Church								W	W	W
20. Evangelical United Brethren								W	W	W
21. Evangelical										
22. Holiness Church of Christ										
23. Holy Roll of Christ										
24. Holy Roll of Christ of Primitive Church										

	H.M.C. of N.A.	F.C. of C. of C.in A.	F.M.C. of N.A.	C. of C.B. of Ed.	I.C. of R.E.	M.E.M.	U.S.C.	N.C. of C.W.
Lutheran Bodies -								
24. American Truth			V		V	V	V	
25. Evang.Luth. Augustana			V		V	V	V	
26. Luth. Free Church			V					
27. Norw. Luth. Church			V	V				
28. Evang.Luth S.of Mo.,O.& other states			V					
29. United Lutheran	V	C	V	V	V	V	V	
30. Ch.of Luth. Breth. in America			C					
Mennonite Bodies -								
31. Gen'l.Conf.of the Menn.Ch.of N.A.			V	V				
32. Menn. Brethren in Christ			C		V			
33. Menn. Brethren Ch. of No. Amer.			C					
34. Mennonite Church			V					
Methodist Bodies -								
35. A. M. E.	V	V	V		V			
36. A. M. E. Zion	V	V	V	V	V	V		
37. Col. M. E.	V	V		V	V			
38. Free Methodist Church of N.A.			V		V			
39. Methodist Church	V	V	V	V	V	V	V	
40. Prim. Methodist Church			C					
41. Wesleyan Meth. Connection of Amer.			V		V			
42. Moravian Church	V	V	V	V	V		V	
43. Pilgrim Holiness Church			V					
Presbyterian Bodies -								
44. Assoc. Ref. Pres. Church			V		V			
45. Assoc. Pres. Ch. of N. A.			C					
46. Cumberland Pres. Church			V		V			
47. Presby. Ch. in U. S.	V	V	V	V	V	V	V	
48. Presby. Ch. in U. S. A.	V	V	V	V	V	V	V	
49. Ref. Presby. Ch. of N. A.			C					
50. Ref. Presby. Ch. in N.A.- Gen'l.Synod			V					
51. United Presby.Ch. of N. A.	V	V	V	V	V	V	V	
52. Protestant Episcopal Church	V	V	V	V	V	V	V	
53. Christian Reformed Church	V		V					
54. Reformed Church in America	V	V	V	V	V	V	V	
55. Reformed Episcopal Church		V	V					

	L.A.C. of N.S.	E.C. of Can.	P.E.C. of N.S.	C. of E. of Can.	L.C. of N.F.	R.C.	U.C.	R.C. of Can.
56. Swed. Evang. Luth. Govnment Ch. of N.A.			V					
57. Sabbatarians			V					
58. Ch. of United Bretn. in Christ	V	V	V	V	V	V	V	
59. United Bretn. in Christ (Old Const.)					V			
60. United Holy Church of America			C					
61. Universalist Church			V			V		
II. Churches in Canada								
62. Baptist - Ontario & Quebec			V			V	V	V
63. Baptist - Western Canada								V
64. United Baptists of Maritime Provinces						V		
65. Ch. of England in Can.			V					
66. Presbyterian Ch. in Can.	V		V			V		V
67. United Church in Canada	V	C	V			V	V	V

	H.M.C. of N.A.	F.C. of C. of C.in A.	F.M.C. of N.A.	C. of C.B. of Ed.	I.C. of R.E.	M.E.M.	U.S.C.	N.C. of C.W.
Lutheran Bodies -								
24. American Truth			V		V	V	V	
25. Evang.Luth. Augustana			V		V	V	V	
26. Luth. Free Church			V					
27. Norw. Luth. Church			V	V				
28. Evang.Luth S.of Mo.,O.& other states			V					
29. United Lutheran	V	C	V	V	V	V	V	
30. Ch.of Luth. Breth. in America			C					
Mennonite Bodies -								
31. Gen'l.Conf.of the Menn.Ch.of N.A.			V	V				
32. Menn. Brethren in Christ			C		V			
33. Menn. Brethren Ch. of No. Amer.			C					
34. Mennonite Church			V					
Methodist Bodies -								
35. A. M. E.	V	V	V		V			
36. A. M. E. Zion	V	V	V	V	V	V		
37. Col. M. E.	V	V		V	V			
38. Free Methodist Church of N.A.			V		V			
39. Methodist Church	V	V	V	V	V	V	V	
40. Prim. Methodist Church			C					
41. Wesleyan Meth. Connection of Amer.			V		V			
42. Moravian Church	V	V	V	V	V		V	
43. Pilgrim Holiness Church			V					
Presbyterian Bodies -								
44. Assoc. Ref. Pres. Church			V		V			
45. Assoc. Pres. Ch. of N. A.			C					
46. Cumberland Pres. Church			V		V			
47. Presby. Ch. in U. S.	V	V	V	V	V	V	V	
48. Presby. Ch. in U. S. A.	V	V	V	V	V	V	V	
49. Ref. Presby. Ch. of N. A.			C					
50. Ref. Presby. Ch. in N.A.- Gen'l.Synod			V					
51. United Presby.Ch. of N. A.	V	V	V	V	V	V	V	
52. Protestant Episcopal Church	V	V	V	V	V	V	V	
53. Christian Reformed Church	V		V					
54. Reformed Church in America	V	V	V	V	V	V	V	
55. Reformed Episcopal Church		V	V					

		H.M.C. of N.A.	F.C. of C.of C.in A.	F.M.C. of N.A.	C.of C.B. of Ed.	I.C.of R.E.	M.E.M.	U.S.C.	N.C. of C.W.
56	Swed. Evang. Miss.Covenant Ch.of N.A.			V					
57.	Schwenkfelders			V					
58,	Ch.of United Breth. in Christ	V	V	V	V	V	V	V	
59.	United Breth.in Christ (Old Const.)					V			
60.	United Holy Church of Amer.			C					
61.	Universalist Church			V			V		
II.	Churches in Canada								
62.	Baptist - Ontario & Quebec			V		V	V	V	
63.	Baptist - Western Canada							V	
64.	United Baptists of Maritime Provinces					V			
65.	Ch. of England in Can.			V					
66.	Presbyterian Ch. in Can.	V		V		V		V	
67.	United Church in Canada	V	C	V		V	V	V	

	Lab.	F.C. of Y.	F.C. of Dom.	P.L.C. of Dom.	Cons. L.C. of Dom.	L.C. of N.B.	L.C. of Alta.	U.C.	L.C. of C.M.
36. Swed. Evang. Lut. Govnmnt Ch. of N.A.				V					
37. Tabernacle Church				V					
38. Ch. of United Brethr. in Christ		V		V	V	V	V	V	
39. United Brethren Church (Old Const.)				V					
40. Unitas Fratrum (Moravian Church)				C					
41. Universalist Church				V		V			

II. Churches in Canada

42. Baptist - Ontario & Quebec						V		V	V
43. Baptist - Western Canada									V
44. United Baptists of Maritime Provinces						V			
45. Ch. of England in Can.				V					
46. Presbyterian Ch. in Can.	V			V		V			V
47. United Church in Canada	V		C	V		V		V	V

4. Relations to State, Regional and Local Interdenominational Bodies -

a) The movement for state and local interdenominational organization actually antedated the organization of any of the general agencies by many years, although this movement has had its greatest expansion within comparatively recent years and has been largely stimulated and guided by certain of the general agencies. Historically there have been four principal types of state organizations, viz.; councils of religious education (or Sunday school associations), councils of churches, home missions councils, and councils of church women. These have had primary relationships, respectively, to the International Council, the Federal Council, the Home Missions Council, and the National Council of Church Women. To a degree these organizations have existed side by side although, in general, home missions councils have been organized only where councils of churches were not present. On the whole it is fair to say that the first two types named have been more broadly representative of the church bodies and have had broader and more agressive programs of work than the other two types; they are the only types that, as a rule, have had full-time executive leadership. Home missions councils have usually been composed of denominational home missions executives, and have largely limited their activities to questions of comity. Councils of church women are, for the most part, composed of individual church women rather than of church organizations. Recently the trend in state interdenominational organization has been toward an inclusive type of council having relations with several or all of these general agencies. A chart is inserted here to show the present status of state organizations. However, a number of states now have under consideration plans for program coordinations or organizational mergers.

Unified Organizations	Parallel Organizations (C. of C. or C.R.E. or H.M.C.)	R.E.C. Only	S.S.Assn. Only	Council of Church Women	No State Organization	Various Organizations
					Ala.	
					Ariz.	
					Ark.	
Calif.				S		
	Col.			S		
Conn.						
Del.				S		
						Fla.*
			Ga.	S		
N.Ida.				S		
Ill.				S		
	Ind.			S		
		Iowa		S		
Kan.						
	Ky.≠					
					La.	
Me.						
Md.				S		
Mass.				S		
Mich.				S		
	Minn.			S		
			Miss.			
Mo.						
Mont.						
Neb.				S		
						Nev.#
	N.H.					
	N.J.					
					N.Mex.	
N.Y.'				S'		
N.C.						
	N.D.≠					
Ohio'				S'		
Okla.				S		
Ore.				S		
	Pa.'			S'		
					S.C.	
	S.D.					
R.I.				S		
			Tenn.			
				Tex.		
						Utah#
Vt.						
Va.						
Wash.				S		
W.Va.						
Wis.				S		
						Wyo.%
24 States 22 Cncls.	9 States	1 State	3 States	23 States	6 States	4 States

* Chain of missionary assemblies
\# Inter-Mountain Area, H.M.C.
≠ Rel. Ed. Council and H.M.C.
% Home Missions Council
' Woman's Dept. is a division of the state council.
≠ S.S.Assn. and H.M.C.

b) In cities and counties either councils of churches or religious education councils have predominated, with a strong trend toward the inclusive type of council. There is no uniform pattern as to the relation of city and county organizations either to state organizations or to the general agencies.

At the present time there are 84 city or county councils of the inclusive type with employed leadership and 11 instances of parallel councils having employed leadership. The Intercouncil Field Department has record of 85 councils of the inclusive type and 2 instances of parallel councils with voluntary leadership. A list is in process of compilation of local religious education councils with voluntary leadership but is not now available. The available list of councils with employed or voluntary leadership is as follows:

Councils with Employed Leadership

ALABAMA	Birmingham Sunday School Council of Religious Education
CALIFORNIA	East Bay Church Federation, Oakland Fresno Church Council The Church Federation of Los Angeles Pasadena Council of Religious Education Church Council of Sacramento Church Federation of San Francisco
COLORADO	The Denver Council of Religious Education
CONNECTICUT	New Haven Council of Churches
DISTRICT OF COLUMBIA	Washington Federation of Churches District of Columbia Sunday School Association, Washington, D.C.
GEORGIA	The Christian Council of Atlanta
ILLINOIS	Chicago Church Federation Decatur Council of Churches Springfield Council of Churches
INDIANA	The Church Federation of Indianapolis Council of United Churches of St. Joseph County, South Bend Evansville Council of Churches
IOWA	The Council of Churches of the Des Moines Area, Des Moines
KANSAS	Wichita Council of Churches Wyandotte County Council of Religious Education, Kansas City, Kansas
KENTUCKY	The Louisville Council of Churches
MASSACHUSETTS	Greater Boston Federation of Churches, Boston Norumbega District Council of Religious Education, Watertown Worcester Council of Churches
MICHIGAN	Detroit Council of Churches of Christ Association of Flint Churches
MINNESOTA	Duluth Council of Churches Minneapolis Church Federation Ramsey County Sunday School Assoication, St. Paul

MISSOURI
Kansas City Council of Churches
The Metropolitan Church Federation of St. Louis

NEBRASKA
Omaha Council of Churches

NEW JERSEY
Essex County Council of Religious Education, Newark

NEW YORK
Albany Council of Religious Education
Brooklyn Church and Mission Federation
Council of Churches of Buffalo & Erie County, Buffalo
Greater New York Federation of Churches, New York City
Delaware County Council of Christian Education, Walton
Essex County Sunday School Association, Severance
Fulton County Sunday School Association, Broadalbin
The Federation of Churches of Rochester and Vicinity, Rochester
Syracuse Council of Churches
The United Christian Council of Nassau County, Rockville Center, L.I.
The Utica Council of Churches

OHIO
The Council of Churches of Greater Cincinnati, Cincinnati
The Cleveland Church Federation
The Dayton Council of Churches
The Sunday School Council of Religious Education, Dayton
Toledo Council of Churches
Toledo Sunday School Association
Washington County Council of Religious Education, Marietta
The Federated Churches of Youngstown & Vicinity

OKLAHOMA
Oklahoma City Council of Churches
Tulsa Council of Churches

OREGON
Portland Council of Churches

PENNSYLVANIA
Alleghony County Sabbath School Association, Pittsburgh
Dauphin County Council of Christian Education, Harrisburg
Lancaster County Sunday School Association, Lancaster
Philadelphia Federation of Churches
Philadelphia Sunday School Council of Christian Education
Pittsburgh Council of Churches of Christ
Erie Council of Churches
The United Churches of Scranton & Lackawanna County, Scranton

VIRGINIA
Albemarle County Council of Religious Education, Crozet
Alleghany County Council of Religious Education, Covington
Arlington County Council of Religious Education, Arlington
Augusta County Council of Religious Education, Staunton
Bedford County Council of Religious Education, Bedford
Botetourt County Council of Religious Education, Fincastle
Culpeper County Council of Religious Education, Culpeper
Fairfax County Council of Religious Education, Vienna
Fauquier County Council of Religious Education, Warrenton
Henrico County Council of Religious Education, Richmond
Loudon County Council of Religious Education, Round Hill
Mecklenburg County Council of Religious Education, South Hill
Nansemond County Council of Religious Education, Suffolk
Nottoway County Council of Religious Education, Crewe
Prince Edward & Cumberland Counties Council of Rel. Educ. Farmville
Prince William County Council of Religious Education, Manassas
Princess Anne County Council of Religious Education, Oceana
Pulaski County Council of Religious Education, Pulaski

[illegible]

[illegible]

PENNSYLVANIA — [illegible]
The Metropolitan Church Federation of Greater [illegible]

PHILADELPHIA — Ocean Council of Churches

RHODE ISLAND — Kent County Council of Churches Education, Warwick

SOUTH CAROLINA — Library Council of Religious Education
Horace Wyndham and Thomas Hoogerzeil
Council of Churches of Greenville County, Greenville
Christian Women's Fellowship of Charleston, New York City
Dallas County Council of Christian Education, Selma
Hanover County Sunday School Association, Ashland
Pulaski County Sunday School Association, Pulaski
The Federation of Churches of Greater Atlanta, Atlanta
Spartanburg Council of Churches
The Valley Christian Council of Rockingham County, Harrisonburg, Va.
The Union Council of Churches

OHIO — The Cleveland Council of Churches, Cleveland
The Cleveland Church Federation
The Dayton Council of Churches
The Sandusky Synod Council of Religious Education, Bryan
Toledo Council of Churches
Tuscarawas County Sunday School Association, Uhrichsville
Wayne County Council of Churches
The Industrial Christian Fellowship, Wooster

OKLAHOMA — Oklahoma City Council of Churches
Tulsa Council of Churches

OREGON — Portland Council of Churches

PENNSYLVANIA — Allegheny County Council of Religious Education, Pittsburgh
Bucks County Council of Christian Education, Doylestown
Chester County Council of Churches, Coatesville
Delaware County Council of Churches, Media
Philadelphia Federation of Churches
Philadelphia Council of Churches
Pittsburgh Council of Churches of Greater
Erie Council of Churches
The United Churches of Bethlehem & Northampton County, Bethlehem

VIRGINIA — Albemarle County Council of Religious Education, Charlottesville
Allegheny County Council of Religious Education, Covington
Arlington County Council of Religious Education, Arlington
Augusta County Council of Religious Education, Staunton
Bedford County Council of Religious Education, Bedford
Brunswick County Council of Religious Education, Lawrenceville
Campbell County Council of Religious Education, Lynchburg
Chesterfield County Council of Religious Education, Chesterfield
Dinwiddie County Council of Religious Education, Dinwiddie
Fairfax County Council of Religious Education, Fairfax
Fauquier County Council of Religious Education, Warrenton
Halifax County Council of Religious Education, Halifax
Henrico County Council of Religious Education, Richmond
Lunenburg County Council of Religious Education, Kenbridge
Mecklenburg County Council of Religious Education, South Hill
Nansemond County Council of Religious Education, Suffolk
Northampton County Council of Religious Education, Cheriton
Prince Edward County Council of Religious Education, Farmville
Prince William County Council of Religious Education, Manassas
Pulaski County Council of Religious Education, Pulaski
Rockingham County Council of Religious Education, Harrisonburg
Southampton County Council of Religious Education, Courtland
Tazewell County Council of Religious Education, Pulaski

VIRGINIA (Cont'd.)

Radford City & Montgomery County Council of Rel. Educa. Radford
Rockbridge County of Religious Education, Lexington
Rockingham County Council of Religious Education, Harrisonburg
Russell County Council of Religious Education, Honaker
Shenandoah County Council of Religious Education, Woodstock
Southington County Council of Religious Education, Franklin
Suffolk City Council of Religious Education, Suffolk
Tazewell County Council of Religious Education, Tazewell
Wythe County Council of Religious Education, Wytheville

WASHINGTON Seattle Council of Churches

WEST VIRGINIA
Huntington Council of Weekday Religious Education, Huntington
Ohio County Council of Religious Education, Wheeling

WISCONSIN The Milwaukee County Council of Churches, Milwaukee

- -

City and County Councils with Voluntary Leadership

ALABAMA Mobile Federation of Churches

CALIFORNIA Long Beach Church Federation
Riverside Church Federation

CONNECTICUT Bridgeport Board of Christian Education
Fairfield County Council of Churches & Rel.Education, Ridgefield
Hartford Federation of Churches
Bristol Council of Churches
The Greater Middletown Council of Churches
New London Federation of Churches
Norwalk Council of Churches
Southington Council of Churches
Greenwich Council of Churches
Danielson Council of Churches
Litchfield Council of Churches
Middlesex Council of Churches
Pomperang Council of Churches, South Britain
Tolland County Council of Rel. Education, Stafford Springs
Torrington Council of Churches
Stamford Council of Churches
Windham Council of Churches
Waterbury Council of Churches

DELAWARE Wilmington Council of Churches

FLORIDA St. Petersburg Council of Religious Education
St. Petersburg Ministers Association

ILLINOIS Bloomington-Normal Church Council, Bloomington
Galesburg Council of Churches
Quincy Church Council
The Church Federation of LaGrange

IOWA Dubuque Council of Churches

MASSACHU-SETTS Allston-Brighton Council of Churches, Brighton
Ayer Council of Churches
Bridgewater Council of Churches

MASSACHUSETTS (Cont'd.)-
Bristol Neighborhood Convention
Harvard Square Council of Churches, Cambridge
Framingham District Council of Churches, Ashland
Leominster Council of Churches
Medford Federation of Churches
The Christian League of Methuen
Plymouth Council of Churches
Pittsburgh Council of Churches
Somerville Council of Churches
Springfield Council of Churches
Wakefield Council of Churches
Westfield Council of Churches
Whitman Council of Churches
Lowell Council of Churches
Watertown Council of Churches

MICHIGAN Kalamazoo County Council of Churches & Christian Education

NEBRASKA North Platte Valley Council of Churches

NEW JERSEY The Bergen County Council of Churches, Cresskill
The Church Union of Burlington
The Council of Churches of the Cliffside Area, Cliffside Park
Elizabeth Council of Churches
Council of Protestant Churches of West Hudson, Kearny
Moorestown Church Council
Rahway Federation of Churches
Ridgewood Council of Churches
Trenton Council of Churches

NEW YORK Lockport Federation of Churches
Oswego City Council of Churches
Schenectady County Council of Churches, Schenectady
Stillwater Council of Churches
Westchester County Council of Churches, Crestwood
Yonkers Federation of Churches

OKLAHOMA Enid Council of Churches
Poteau Council of Churches

PENNSYLVANIA Franklin County Council of Churches, Chambersburg
Church Federation of McConnellsburg
United Churches of Cambria County, Johnstown
Norristown Council of Churches
York Federation of Churches
Alleghany Valley Council of Churches, Tarentum
Ardmore Council of Churches
Cool Spring Council of Churches
Lansdowne Council of Churches
Lewisburg Federation of Churches
Doylestown Council of Churches
Main Line Federation of Churches, Ardmore
Media Council of Churches, Moylan
Nittany Valley Fellowship of Christian Churches
Selinsgrove Federation of Churches

RHODE ISLAND Cumberland-Lincoln Council of Churches

TEXAS Dallas Council of Church Men

VIRGINIA Harrisonburg Council of Churches

WASHINGTON Tacoma Council of Churches

WISCONSIN LaCrosse Federation of Churches
Madison Council of Churches

WASHINGTON (Contd.)-	
	Eastern Washington Conference
	Eastern Washington District Council of Churches
	Franklin County Council of Churches
	Lewis County Council of Churches
	Lower Columbia Council of Churches
	Pacific County Council of Churches
	Tri-County Council of Churches
	Yakima Valley Council of Churches
	Highway Council of Churches
	Pierce County Council of Churches
	Snohomish County Council of Churches
	Seattle Council of Churches
	Spokane Council of Churches
	Metropolitan Council of Churches
	Tacoma Council of Churches
	Tri-City Council of Churches
	Central Council of Churches
	Lewis County Council of Churches
	Kitsap County Council of Churches
WISCONSIN	Kenosha County Council of Churches & Christian Education
WYOMING	Powder River Valley Council of Churches
NEW ENGLAND	The Boston Metropolitan Council of Churches, Cambridge
	The Church Federation of Greater Lynn
	The Council of Churches of the Greater Fall River
	Metropolitan Council of Churches
	Central and Northwestern Association of Water Valleys, Inverness
	Hartford Council
	Lynn Ecumenical Council of Churches
	Ridgefield Council of Churches
	Stamford Council of Churches
NEW YORK	Longmeadow Federation of Churches
	Oneonta Council of Churches
	Schenectady County Council of Churches, Schenectady
	Stillwater-Gaylord Council of Churches
	Southeastern Cortland County Council of Churches, Cortland
	Yonkers Ecumenical Council of Churches
DELAWARE	Kent County Council of Churches
	Sussex County Council of Churches
PENNSYLVANIA	Allegheny County Council of Churches, Pittsburgh
	Bucks County Council of Churches, Doylestown
	Chester County Council of Churches, Downingtown
	Erie County Council of Churches
	Fort Washington Council of Churches
	Allegheny Valley Council of Churches, Kittanning
	Northern Cambria Council of Churches
	Upper Bucks Council of Churches
	Lackawanna Council of Churches
	Lower Lehigh Ecumenical Council of Churches
	Bethlehem Council of Churches
	Berks County Council of Churches
	Lancaster County Council of Churches, Lancaster
	Lehigh Council of Churches, Allentown
	Northampton Valley Council of Churches, Easton
	Susquehanna Valley Council of Churches
	Tri-County Ecumenical Council of Churches
RHODE ISLAND	Providence Metropolitan Council of Churches
TEXAS	Dallas Council of Church Women
VIRGINIA	Roanoke Council of Churches
WASHINGTON	Tacoma Council of Churches
WISCONSIN	Racine Ecumenical Council of Churches
	Madison Council of Churches

There is an indefinitely large number of instances of local interdenominational organizations of a less formal type - ministerial associations and similar groups. We now have a list, known to be incomplete, of 1287 such organizations. These vary greatly in form and in range of activities and are likely to be identified only loosely, if at all, with the general agencies. Many of them are assuming added importance just now in relation to national defense developments. There are also many local interdenominational groups of women.

c) There are various regional interdenominational organizations, differing widely in form and function. In most instances their chief significance is in relation to some aspect of home missions and they are affiliated with the Home Missions Council.

d) In relation to the sub-national field of cooperative organization as a whole certain comments may be made:

(1) Such organizations are unevenly distributed. In general, the east and middle west are the most thoroughly organized, the south the least organized.

(2) The lack of a consistent pattern of inter-relations among such organizations and between them and the general agencies limits their cumulative influence.

(3) The whole question of denominational adherence to and support of cooperative organizations has never been dealt with as a single question and hence presents many inconsistencies.

(4) If cooperative organizations on different levels are to be regarded not merely for their immediately practical results but in relation to an inclusive ecumenical movement, it becomes of the utmost importance to consider them as integrally involved in this study of the closer relationships of general agencies.

e) The general basis of relationship of the general agencies, as now constituted, to sub-national interdenominational organizations is defined as follows:

(1) International Council - The By-Laws provide that a state council which is "duly accredited as an auxiliary of the International Council, having its educational policies and field program determined by an educational committee representing the cooperating denominations within its area" may be recognized as a constituent member and have representation on the Council. There are now 30 such constituent councils.

The International Council assumes a relationship to state councils of religious education or the educational departments of state councils of churches which is comparable to that which obtains between the state and national educational staffs of the larger denominations. This implies that the state councils represent the denominations in cooperation on a state level in much the same way that the International Council represents the educational boards of the denominations in cooperation on a national level.

The International Council has no direct formal relationship to city councils of religious education or to city councils of churches. Its relationship to those groups officially is by way of state councils.

(2) Federal Council - State and local Councils of churches, as such, do not have membership in the Federal Council. However, the Constitution provides for 12 representatives of such councils on the membership of the Council and 6 on the membership of the Executive Committee. The method followed is for the Association of Council Secretaries to name a panel of persons to represent these councils, the requisite number being officially appointed by the authority of the national constituent bodies to which they belong. All departments of the Council include, as corresponding members, representatives of state and local councils, designated by the Association of Council Secretaries.

(3) Home Missions Council - The Constitution provides that "an interdenominational organization in a state, province, or other geographical area which is primarily engaged in furthering the cause of Home Missions may, by action of the Executive Committee, be listed as an affiliated member of the Council". Also has relation, through its representation, on the National Committee of Church Women, with local and state groups of church women.

(4) National Council of Church Women - Has affiliation with various regional, state and local councils of church women. The 1941 Directory indicates that 18 state councils have each elected one member of the Board of Directors.

(5) Foreign Missions Conference- Has relation, through its Committee on Women's Work and its representation on the National Committee of Church Women, with local and state groups of church women.

In general it may be said that the Federal Council, the International Council, and, to a lesser degree, the Home Missions Council carry the major responsibility of the promoting, counselling and service of state and local councils (other than women's councils.) The Intercouncil Field Department, representing seven of the general agencies, has a specific relationship to this entire field of interest, and, among other things, is bringing the state and city councils into closer working relations with the whole cooperative structure. Increasingly, local and state councils are being recognized and are recognizing themselves as the channels through which the programs of the general agencies can be most effectively brought to individual churches and other local groups. The Association of Council Secretaries, an organization of staff representatives of "city, county, state, national and international" organizations, has had a growing influence in developing inter-organizational cooperation.

5. Other Organizational Relationships -

The following is a partial list of general organizations, non-denominational, each of which is a constituent or consultative member of two or more of these agencies:

		H.M.C.	F.C. of C.	F.M.C.	I.C.R.E.	M.E.M.
1.	American Sunday School Union	V			C	
2.	American Bible Society	C	C	V		
3.	John Milton Society	C			C	
4.	Young Women's Christian Association	C	C	V	C	
5.	Young Men's Christian Association		C	V	C	
6.	National W. C. T. U.	C			C	
7.	Committee on Cooperation in L. A.	V		V		
8.	American Tract Society	C		V		
9.	Student Volunteer Movement		C	V		V
10.	World Alliance for International Friendship thru the Churches	C	C			
11.	World's Sunday School Association			V	C	V
12.	World's Christian Endeavor Union			V	C	-

V - constituent member C - consultative or affiliated relationship

(2) [illegible]

(3) [illegible]

(4) [illegible]

(5) [illegible]

[illegible]

[illegible]

[illegible]

1. [illegible]						
2. [illegible]	[illegible]	[illegible]	[illegible]			
3. [illegible]				[illegible]		
4. [illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
5. [illegible]			[illegible]	[illegible]		
6. [illegible]	[illegible]					
7. [illegible]	[illegible]		[illegible]			
8. [illegible]	[illegible]					
9. [illegible]			[illegible]	[illegible]		[illegible]
10. [illegible]						
	[illegible]	[illegible]				
11. [illegible]			[illegible]		[illegible]	[illegible]
12. [illegible]			[illegible]		[illegible]	

[illegible]

Other important relationships are as follows:

a) Home Missions Council -

Has active membership in -

Commission on Interracial Cooperation
National Conference of Social Work
National Rural Home Council

Has cooperative relationship with regional organizations, as -

New England Town and Country Church Commission
Conference of Southern Mountain Workers
Ozark Area Interdenominational Committee
Interdenominational Council on Spanish-speaking Work
Intermountain Area Conference
Regional Committee for the Southern Mountains

Cooperates with special organizations, as -

Board of Hawaiian Evangelical Association
Society for Propagating the Gospel among the Indians and Others in North America
Interseminary Commission for Training for the Rural Ministry
National Committee on the Cause and Cure of War

b) Foreign Missions Conference -

Relationships, other than those already mentioned, are principally with organizations representing Christian work in various other lands, as -

Associated Boards for China Colleges
Near East College Association
American Mission to Lepers

Has active membership in -

National Peace Conference
National Committee on the Cause and Cure of War

c) Federal Council of Churches -

In addition to the formal relationships already mentioned, various departments and commissions cooperate informally with a variety of special and general organizations.

d) Council of Church Boards of Education -

Maintains relations with other organizations in the field of higher education, as

Triennial Conference of Church Workers in Colleges and Universities
American Association of Theological Schools

Other important relationships are as follows:

c) Home Missions Council -

Its active membership is -

Commission on International Cooperation
Home and Overseas of Social Work
Home and Rural Home Council

Its cooperative related bodies with regional [illegible] are -

New England Town and Country Church Commission
Conference of Southern Municipal Workers
Small Town Rural Community Cooperation
International Council of Christian Churches
Industrial Area Cooperation
Regional Committee for the Southern Highlands

Cooperation with special organizations, as -

Woman's Foreign Missionary Society
Society for Propagating the Gospel Among the Indians
The Church in Rural Areas
Interdenominational Commission for Training for the
Rural Ministry
Home Committee on the Cause and Cure of War

b) Foreign Relations Conference -

National Council, which joins bodies officially nationally
with organizations representing Christian work in the Near East, as -

Near Eastern Council for Christ Colleges
Inter Board Council of Associations
Christian Mission to Lepers

Its active membership is -

National Council of Churches
National Committee on the Cause and Cure of War

a) Federal Council of Churches -

In addition to the general relationships already noted, and as
departments and commissions cooperative in family with a variety of special and
general organizations.

d) Council of Church Boards of Education -

Maintains relations with other organizations in the field of
higher education, as

American Association of Theological Schools
American Association of University Professors, Colleges and Universities

e) International Council of Religious Education -

The following religious education agencies are affiliated with the Council -

Religious Education Council of Canada
Religious Education Foundation (an agency to solicit and invest funds for various religious education organizations)

The Council provides leadership for the following movements in which other organizations cooperate -

United Christian Youth Movement
United Christian Adult Movement

The International Training School for Sunday School Leaders, a separate corporation for the operation of Conference Point Camp, is responsible to the Council. The International Association of Daily Vacation Bible Schools, also a separate corporation, is, for all practical purposes, responsible to the Council.

f) Missionary Education Movement -

Is related to the Student Volunteer Movement by service on its Advisory Council and by cooperation in publishing some of its material; also with the World Sunday School Association by electing its Secretary to membership on the M.E.M. Board of Managers.

6. Inter-organizational Relationships -

The existing relations, formal and informal, among these agencies cover a wide range of mutal interests.

a) The following shows inter-organizational relationships in terms of membership, constitutent or affiliated:

	H.M.C.	F.M.C.	F.C.of C.	I.C.R.E.	C.C.B.E.	M.E.M.	U.S.C.	N.C.C.W.
H. M. C.	-	V	V	V	V	V	V	V
F. M. C.	V	-	V	V		V	V	V
F. C. of C.	V	V	-	V	V		V	V
I. C. R. E.	V	V	V	-	V	V		V
C. C. B. of E.	V		V	V	-			
M. E. M.	V	V		V		-		
U. S. C.		V	V				-	
N. C. C. W.	V	V	V	V				-

b) Each of these agencies, except the Council of Church Boards of Education, is a member of the Intercouncil Field Department.

c) Standing committees or commissions or joint projects in which two or more of these agencies cooperate are, in part, indicated in the following:

	H.M.C.	F.M.C.	F.C.C.	I.C.R.E.	C.C.B.E.	M.E.M.	U.S.C.	N.C.C.W.
1. Intercouncil Field Dept. -	V	V	V	V		V	V	V
2. Association of Council Secretaries-	V	V	V	V		V	V	V
3. United Christian Youth Movement-	V	V	V	V		V		V
4. United Christian Adult Movement-	V	V	V	V		V		V
5. Christian Commission for Camp Communities -	V		V	V				
6. Comm. to Study Bases of Just and Durable Peace-		V	V	V				
7. National Comm. of Church Women-	V	V						V
8. Joint Comm. on Christian Family Life-			V	V				V
9. Silver Bay Conference Committee-	V	V				V		
10. Pacific Territorial Conference-	V	V				V		
11. Comm. on Town and Country -	V		V					
12. Church Building Committee -	V			V				
13. Comm. on Home Missions and Christian Education	V			V				
14. Comm. on Sharecropper Projects-	V		V					
15. Comm. on Foreign Relief Appeals in the Churches		V	V					
16. Christian World Convocation-1942	V	V						
17. Comm. on Training for Rural Work	V	V	V					
18. Field Studies in Comity and Cooperation -	V		V					
19. Church Committee on China Relief -		V	V					
20. Comm. on Churches in Canal Zone -	V	V	V					
21. Africa Welfare Committee -		V	V					
22. National Christian Mission -	V		V	V				
23. University Christian Mission -	V		V	V	V			
24. Committee on International Relations and World Peace -		V	V					

Not all of the foregoing are properly described as standing committees or commissions but they all represent definite forms of inter-council cooperation. In addition, a very effective form of inter-council cooperation, covering a wide range of interests, results from the service of staff representatives as active or consultative members of committees or commissions of other councils. Undoubtedly this has been an influential factor in integrating the programs of the councils.

Additional comments should be made as to certain of the numbered projects on the foregoing list:

1. The staff personnel of the cooperating agencies having field responsibility constitute a staff council for the department. A secretary of the Federal Council is chairman of the staff council. A secretary of the International Council serves as secretary of the Department.

| | | |

3 and 4. Executive leadership is furnished by the International Council.

5. Has a modest budget and a full-time secretary.

6. Administratively responsible to the Federal Council.

11. Administratively responsible to Home Missions Council but a secretary of Federal Council serves as secretary.

12. Administered by Home Missions Council.

14. Has developed mission projects supported by home mission agencies, a secretary of the Federal Council giving general oversight.

15. Coordinates foreign relief appeals of various denominations. Has a budget, office and full-time secretary.

22. and 23. Administered by Federal Council.

d) A cooperative project of a different type is carried on by the Federal Council and the Foreign Missions Conference in connection with their relation to international problems. The Foreign Missions Conference has asked one of the secretaries of the Federal Council to serve as its own secretary for international relations as a means of securing a united approach to Far Eastern problems. The joint action of these councils in sponsoring a special conference of American Christians with the delegation from the National Christian Council of Japan in the early part of 1941 is illustrative of their approach.

e) Inter-council interests in the field of women's work -

The Home Missions Council, the Foreign Missions Conference and the National Council of Church Women cooperate in the National Committee of Church Women, the principal significance of which is judged to be in the fields of missionary education, the promotion of cooperative home and foreign missionary projects, and furthering the cooperation of organized church women with other women's groups in relation to problems of common interests, as race relations, temperance, peace etc. The National Committee has five sub-committees on "The Church Woman", a joint publication, International Relations, May Luncheons, Race Relations and the World Day of Prayer.

For some time there has been under consideration the formation of a new council representing the interests of organized groups of church women which would be, in effect, a merger of the National Council of Church Women, the promotional interests of the Committee on Women's Work of the Foreign Missions Conference and the corresponding interests of the Home Missions Council. This new organization would assume all of the responsibilities now carried by the National Committee of Church Women. Its membership would be representative of the three general agencies named, of local, state and regional groups of church women, and of denominational boards. Its purpose would be, broadly, "to unite church women in a program looking to the close integration of women in the total life and work of the church and to the building of a world Christian community."

This plan has now been officially approved by the three general agencies. A constituting convention is to be held late in 1941 and the new agency will be formally launched in 1942.

II. Purpose and Function:

1. Official Statements of Objects -

a) Home Missions Council - (from Constitution)

The objects of this organization shall be:

1. To promote fellowship, conference and cooperation among national or general missionary organizations representing the Christian Churches and doing work within the territory of the United States and Canada;

2. To conduct such phases of cooperative missionary activity as may be agreed upon;

3. To assist its member organizations in the promotion of the whole cause of Home Missions in the churches;

4. To represent the Home Missions interests in relation to other cooperative organizations and in such national movements as it may be desirable to promote interdenominationally.

b) Foreign Missions Conference - (from Constitution)

Article II. Purpose and Functions

Section 1. The purpose of the Foreign Missions Conference of North America is to provide a medium through which the Foreign Missions Boards and Societies of North America may manifest their essential unity, and by cooperation promote the effectiveness of their work.

Section 2. Its functions are: (a) to provide for an Annual Conference of the Foreign Missions Boards and Societies of North America; (b) to provide through its Committees for the investigation and study of missionary problems; (c) to foster and promote a true science of missions; (d) to perform directly or through its Committees certain specific work of interest to Boards and Societies participating in the Conference; and (e) to facilitate cooperation by two or more Boards and Societies through special Committees on any project, or within any field of missionary endeavor, on which they may desire united action.

It is not within the scope of the Conference to consider questions of ecclesiastical faith and order, which represent denominational differences.

c) Federal Council of Churches - (from Constitution)

3. The object of this Federal Council shall be:

I. To express the fellowship and catholic unity of the Christian Church.
II. To bring the Christian bodies of America into united service for Christ and the world.
III. To encourage devotional fellowship and mutual counsel concerning the spiritual life and religious activities of the churches.

IV. To secure a larger combined influence for the churches of Christ in all matters affecting the moral and social condition of the people, so as to promote the application of the law of Christ in every relation of human life.
V. To assist in the organization of local branches of the Federal Council to promote its aims in their communities.

d) International Council of Religious Education - (from By-Laws)

The purpose .....shall be as specified in the Charter granted by Act of Congress: "To promote organized Sunday school work, to encourage the study of the Bible, and to assist in the spread of the Christian religion."

e) Council of Church Boards of Education - (from By-Laws)

The purpose ..... shall be as specified in the charter: "To promote cooperation in the field of secondary and higher education under Christian auspices."

f) M. E. M. - (from By-Laws)

The purpose ..... shall be to serve as a cooperative organization in which denominational mission boards and allied agencies of the United States and Canada unite to publish literature, hold training schools and conferences and carry on any other activities which may be decided upon to further the cause of missionary education and carry out the desires of the constitutent boards and agencies.

g) United Stewardship Council - (from By-Laws)

The object ..... is to help the members in the stewardship work for which each is responsible, and to build up a stewardship consciousness in the members of the churches that will give a Christian interpretation to all matters of life and property.

h) National Council of Church Women - (from 1941 Directory)

The purpose ..... is to unify the efforts of church women in the task of creating a Christian community in which all areas of life are brought into harmony with the life and teachings of Jesus Christ.

2. Primary Functions -

The primary functions, as defined by each agency, may be summarized as follows:

a) Home Missions Council -

First - to give national and interdenominational emphasis to the common elements in home missions that are agreed upon by the constituent boards;

Second,- to carry on certain distinctive types of missionary servic

Third - to promote comity and cooperation and the elimination of competition throughout the home mission field.

(f). To encourage a Lawyer's Guild influencing the character of Christ in all matters affecting the moral and social condition of the people, so as to promote the realisation of the Christian ideal in every relationship of human life.

(g). To maintain the organisation of local branches of the Christian Council to promote the aims in Table conference.

d) Professional Council of Christian Students - (from Germany)

The purpose ..... shall be as specified in the Constitution of the Act of Congress: "To promote organised Christian fellowship, to encourage the study of the Bible, and to unite in the spread of the Christian religion."

e) Council of Christian Faculty of Education - (from Hungary)

The purpose ..... shall be as specified in the charter: "To promote cooperation in the field of secondary and higher education under Christian auspices."

f) Y. M. C. A. - (from Czechoslovakia)

The purpose ..... shall be to serve as a supplementary organisation in which Christian young men and girls of all religious denominations of the United States and Canada unite in publicly declaring religious and environmental energy on any basis acceptable to them so as to develop upon the character the means of religious and educational and the conditions of the constituents thereto and groups.

g) Student Christian Council - (from Germany)

The object ..... is to help the members in the student body to realise that God is personally, and to build up a Christian community in the spirit of the ministry of Christ so that they will have a Christian influence in all matters of life and conscience.

h) Student Council of Church Women - (from Irish Christian)

The purpose ..... is to unify the efforts of church women in the task of creating a Christian community in which all areas of life are brought into harmony with the life and teaching of Jesus Christ.

5. Primary Functions -

The primary functions, as defined by each country, may be summarised as follows:

a) Home Christian Council -

Place - to give national and international organisations to the common aim of all those organisations that are governed upon by the constituent bodies.

Second - to secure in available distributive groups or missionary work.

Third - to promote morality and conversation and the elimination of corruption throughout the home relationship.

b) Foreign Missions Conference -

First - to provide a medium through which mission boards may work together and to stimulate the desire for such cooperation;

Second - to develop many forms of united or cooperative projects and programs in so-called mission countries;

Third - to maintain relations with the State Department and the consular service.

c) Federal Council of Churches -

The primary function is the furtherance of cooperation and unity within the churches. In carrying this out attention has been concentrated on two fields -

First - Christian witness and evangelism in the broad sense of the word;

Second - Christian social education and action, with emphasis upon the practical application of Christian principles to family, industrial, inter-racial and international relationships.

d) International Council of Religious Education -

First - to help develop and improve educational resources for use by local church and community;

Second - to help develop and coordinate field activities to make these resources available to the local church;

Third - to help create a public-mindedness favorable to the extension of Christian education;

Fourth - to provide a national fellowship for all engaged in task of Christian education;

Fifth - to further the coordination of denominational educational agencies, nationally and locally;

Sixth - to relate the program of Christian education to the work of all character-building agencies.

e) Council of Church Boards of Education -

First - to coordinate denominational activities in the field of higher education and serve as a clearing house for mutual problems;

Second - to promote the cause of higher education under Christian auspices.

f) Missionary Education Movement--

First - production and publication of missionary education materials;

Second - development of effective methods of missionary education.

g) United Stewardship Council -

To develop united plans and appropriate materials for the promotion throughout the church of the stewardship of life and possessions.

h) National Council of Church Women - a primary emphasis is to promote, among all groups of church women, the various areas of study developed by the United Christian Adult Movement, viz. Bible in Life, Personal Faith and Experience, Christian Family, Church Life and Outreach, Community Issues, Major Social Problems, World Relations.

3. Secondary Functions -

a) For all agencies, the secondary functions include, in different degrees, -

(1) Preparation and distribution of literature (this is a primary function of the Missionary Education Movement.) Such literature includes periodicals (published regularly by six agencies), promotional materials, program and study group materials, research reports, materials for technical counselling service, devotional and worship materials, etc.

(2) Promotion of field contacts, including contacts with denominational boards and agencies, with denominational field organizations, with local church groups, denominational or interdenominational, with related non-church agencies, and with individuals.

(3) Public relations; to a degree all agencies are concerned to interpret their respective fields of interest to the general public and to create favorable public attitudes.

(4) Financial promotion. Further reference will be made to this in a later section.

(5) Research; while only three agencies have separate research departments, all carry on some research.

(6) Treasury functions.

b) Other specific functions of particular agencies will appear in the subsequent analysis of programs and types of work.

III. Interior Organization, Staff and Program.

1. Type of Interior Organization -

a) Home Missions Council

The Council, with a maximum membership of 20 from each constituent denomination, meets annually. The Executive Committee, with a membership of 56, has the full powers of the Council ad interim and has three stated meetings a year.

An Administrative Committee of nine acts for the Executive Committee ad interim and meets on call.

The work of the Council is under the direction of two coordinate secretaries and is largely carried on through standing committees which, within the policies approved by the council, have a large degree of autonomy. At present there are 17 standing committees, in addition to the Executive and Administrative committees. There are no special departments of the Council, as such, except the Interdenominational Bureau of Architecture. The cooperative mission projects administered by the Council are conducted under the direction of the standing committees related to their respective fields, the budgets being subject to the approval of the Council on recommendation of the Finance Committee.

b) Foreign Missions Conference -

The Conference, with a constitutionally limited membership, meets annually.

The Committee of Reference and Counsel, with a membership of 31, is the incorporated body and functions as the Executive Committee of the Conference and acts for the Conference ad interim in all matters not definitely delegated to other committees.

Work on the mission field is largely through 11 "Representative Committees", each of which is responsible for the selection and appointment of its executive officers, who constitute a Secretarial Council under the chairmanship of the General Secretary. Of these committees, six are territorially defined (one being jointly home and foreign missions) and five are functionally defined.

There are six other standing committees, viz: Executive, Finance and Headquarters, Annual Meeting, Anglo-American Churches, International Relations and World Peace, Missionary Research Library.

c) Federal Council of Churches -

The governing body is the Council, meeting biennially and with a constitutionally limited membership.

Ad Interim, the full authority of the Council is vested in the Executive Committee, with approximately 80 members and meeting bi-monthly.

The executive organization of the Council is under the direction of a General Secretary, with two Associate General Secretaries. The work of the Council, other than that which is under his immediate oversight, is conducted through Departments or Commissions, appointed by the Executive Committee. These are given freedom of action in all matters on which the general policy of the Council has been officially defined. Public pronouncements or the initiation

of new projects must be approved in advance. Members of the Staff serve as executives of the various departments and commissions. There are stated meetings of the staff, under the chairmanship of the General Secretary, for the integration of the total program.

Special committees and commissions may be appointed from time to time, for specific purposes, by the Council or the Executive Committee.

d) International Council of Religious Education -

The governing body is the Council, composed of approximately 300 persons and meeting annually.

A Board of Trustees of 30 members is elected by the Council and handles all matters of investments, budgets, properties and personnel. It has five standing committees.

A Commission on Educational Program of 42 members is elected by the Council and guides the work of all educational committees.

Sixteen Professional Advisory Sections, with a composite membership of approximately 1,500, are autonomous bodies through which professional groups may express their viewpoints and present recommendations to the Commission on Educational Program.

The Educational Committees which do the basic curriculum - and program-planning include 12 standing committees, 4 temporary lesson committees, and 3 special committees.

The Laymen's Crusade for Christian Education has a sponsoring committee of 300. It reports to the Board of Trustees.

The Staff, under the direction of the General Secretary, conducts the work of the Council through 11 departments. The staff works as a total staff group with stated meetings through which all department plans and programs are cleared.

e) Council of Church Boards of Education -

The governing body is the Council, meeting annually.

An Executive Committee of 8 members represents the Council ad interim with limited authority.

A Board of Trustees of six members is charged with supervision of property and investment, under the direction of the Executive Committee and the Council.

Provision is made for 2 Commissions, on Church-related Colleges and on University Work, and for 7 professional advisory sections.

The Executive work of the Council is carried by a General Secretary.

f) M. E. M.

The governing body is the Board of Managers, of limited membership, meeting 2 or more times a year.

The work of the movement is done through committees. There are 3 educational committees and 5 functional committees.

The Staff organization includes an educational division and a business division.

g) United Stewardship Council

The governing body is the Council, meeting annually.

There are standing committees on Conference, Publication, Publicity and Education.

There is no full-time staff organization.

h) National Council of Church Women - The Board of Directors, which has general control of the affairs of the Council and is responsible for carrying out its policies, now consists of 9 officers, 18 Presidents of state or inter-state councils, and 8 members at large. There is an Executive Committee of six members with ad interim powers. There are six standing committees of the Council, in addition to joint committees with the Home Missions Council and the Foreign Missions Conference (National Committee of Church Women, organized with five standing sub-committees.)

There is no full-time staff organization.

2. Staff -

A summary of the employed personnel is as follows:

	Staff	Clerical and Office	Field Supervisors	Local Workers	Part Time	TOTAL
H. M. C.	4	12	2	21	1	40
F.C. of C.	20	60	-	-	-	80
F. M. C.	12	26	-	-	-	38
C.C.B. of E.	1	2	-	-	-	3
I.C.R.E.	17	22	-	-	-	39
M.E.M.	8	9	-	-	1	18
U. S. C.	-	-	-	-	1	1
TOTAL	62	131	2	21	3	219

[illegible] Ma

The governing body is the Board of Management, of 5 [illegible] members, to obtain 5 or more [illegible] a year.

The work of the Association is also the sub committees. There are 3 [illegible] and [illegible] committees.

The Chief organisation includes [illegible] divisions and a business division.

[illegible] United Stockholding Council

The governing body is the Council, [illegible].

There are [illegible] Information, Publicity and Education.

There is [illegible] Full-time [illegible].

[illegible] b) National Council of Church Women etc. The Board of Directors, which has General control of the affairs of the United and is responsible for carrying out the policies, is elected [illegible] Presidents of [illegible] United Counties, and 8 nominated large. There is an Executive Committee of nine more with [illegible] powers. There are six standing committees of the Board, [illegible] Education with the Christian Citizenship Council and the Foreign Mission (Protestant Christian Council of Church Women, organised with the standing "sub-committee").

There is [illegible] full-time staff organisation.

[illegible] 24. [illegible] -

A summary of the [illegible] are as follows:

[illegible]	Student	Graduate and [illegible]	Field Secretaries	Local Workers	Part Time	TOTAL
[illegible]	4	12	2	21	1	40
[illegible]	20	40	-	-	-	60
[illegible]	12	26	-	-	-	38
[illegible]	1	2	-	-	-	3
[illegible]	17	20	-	-	-	37
[illegible]	6	9	-	-	1	16
[illegible]	-	-	-	-	1	1
TOTAL	62	129	2	21	3	217

3. Notes on Program Emphases -

The programs of those agencies taken as a whole cover about the entire range of organized church interests. To analyze them in detail would be to analyze almost the whole enterprise of American Protestantism. For our present purpose it seems unnecessary to attempt a complete analysis. What has already been said would seem to make sufficiently clear for our puposo the respective fields of operation of four of those agencies - the Missionary Education Movement, the Council of Church Boards of Education, the United Stewardship Council and the National Council of Church Women. What follows is an attempt merely to outline the major interests of the other agencies.

a) Home Missions Council - in addition to promoting inter-board consultation and cooperation in the various phases and fields of home missions, the following are important emphases -

Administration of missionary enterprises of the following sorts -

Work with migrant populations
Work with sharecroppers
Work in government projects and resettlement communities.
Religious work directors in government Indian schools.

Maintenance of a bureau of church architecture for the service of local churches -

The development of and cooperation with local, state and regional interchurch organizations.

Promotion of comity in local communities and areas, development of comity principles and procedures; promotion of federated and other types of united churches; contacts with self-supporting churches and with denominational occesiastical organizations are necessarily involved.

Promotion of conferences on general or special phases of church work.

Promotion of interdenominational summer schools for rural ministers; cooperation with agricultural colleges and many other agencies concerned in rural life - (through a joint committee with the Federal Council.)

b) Foreign Missions Conference - The operations performed within the United States are largely promotional in character. The important thing to note is that while the other agencies included in this study have their field both for promotion and operation largely within the U.S. and Canada, the Foreign Missions Conference has home base only here while it performs in approximately 65 areas in more than 25 other countries of the world, practically every type of service the other agencies represent and cooperates in the supervision of the Christian work done in those countries by the native Christians. At the same time it also has a vital relation to educational programs, medical and public health programs, and programs of social reform in those countries.

c) Federal Council of Churches - the range of interests is indicated by the names of departments, communities and commissions -

Field Department, to which are related two special committees -

General Committee on Army and Navy Chaplains
Committee on Religious Work on Canal Zone

Department of Evangelism; this has been the administrative agency for the National Preaching Mission, National Christian Mission, and the University Christian Mission.

Department of International Justice and Goodwill.
Department of the Church and Social Service, with which are related the following -

Committee on Marriage and the Home
Committee on Church Social Work
Industrial Division
Committee on the Church and Cooperatives
Committee on Prison Chaplains

Department of Race Relations
Department of Research and Education, through which are edited Information Service and the Year Book of the Churches.
Department of Relation with Churches Abroad
Department of Religious Radio
Commission for the Study of Christian Unity
Committee on Worship
Committee on Religion and Health
Committee on Public Relations
Committee on Town and Country (joint with Home Missions Council)
Committee on Interchange of Preachers and Speakers Between the Churches of America, Great Britain and France (joint with World Alliance for International Friendship and the Church Peace Union.)

Certain realignments of departments and committees are now under consideration in the interests of program integration.

The Federal Council might be described as an instrument of adult education in the broad field of religious and related social interests.

d) International Council of Religious Education - the principal types of work carried on through the various departments and within the general field of religious education are the following -

(1) Formulation of statements of basic educational philosophy.

(2) Determination of general educational program, by age groups -

Studies of experiences and needs
Outlining of program - building principles, of areas of instruction and of principles of graduation
Recommendations as to equipment

(3) Preparation of lesson outlines, for all age groups, taking into account different types of situations and various avenues for training.

(4) Preparation of general program guides

(5) Development and promoting a comprehensive program of leadership training, including the discovery of leadership resources, the promotion of procedures in a total program of leadership education, administration of leadership accreditation for community schools, development of a favorable 'climate' for leadership education etc.

Department of Emergency; this has been the coordinating agency for the Industrial Protecting Plant, Political Committees, and the University Education Committee.

Department of International Justice and Goodwill.

Department of the Church and Social Service, with which are related the following:

Committee on Liquor and the Home
Committee on Church Social Work
Industrial Division
Committee on the Church and Co-operatives
Committee on Prison Chaplains

Department of Peace Education

Department of Research and Education, through which are called
Information Service and the Year Book of the Churches.
Department of Relations with Churches Abroad
Department of Religious Radio
Commission for the Study of Christian Unity
Committee on Worship
Committee on Religion and Health
Committee on Public Relations
Committee on Town and Country (Joint with Home Missions Council)
Committee on Interchange of Professors and Students Between the Churches
Committee on Christian Education (Joint with Home Missions Council)
for International Friendship (with the Church Peace Union).

Certain local departments of departments and committees are also administered in the interests of program integration:

The Federal Council might be described as an instrument of Christian education in Christian life of religious and related social interests.

d) International Council of Religious Education - the department of religious education in the various countries and within the general field of religious education over the world.

(1) Formulation of statements of basic educational philosophy.

(2) Determination of general educational programs by age groups.

Studies of curriculum and needs
Outlining of programs - building programs, e.g.
areas of instruction and of principles of curriculum
Recommendations as to curriculum.

(3) Preparation of lesson outlines, for all age groups, giving information of different types of activities and various avenues for training.

(4) Preparation of general program guides.

(5) Development and promoting a comprehensive program of leadership training, including the discovery of leadership resources, the training of leadership, consultation in a total program of leadership education, giving information of resources in a total program of leadership education, giving information of leadership consultation for community schools, development of a favorable climate for leadership education etc.

(6) Investigation of new avenues of education, as visual education and the radio.

(7) Publication of monthly journal for local church and community leaders.

(8) Promotion and guidance of week-day and vacation church schools and determination of standards and program plans.

(9) Research.

(10) United Christian Education Advance.

(11) Creating a public-mindedness toward religious education through the secular press, radio, literature and demonstration projects.

(12) Various forms of field services and field supervision, including cooperating with state and city councils.

(13) Custodianship of the American Standard Revised Version of the Bible and of the work of revision now in process.

(14) Cultivation of lay interest through the Laymen's Crusade for Christian Education.

(15) Representation of Protestant forces in cooperation with other faiths, public schools, character-building agencies.

(16) Service to leaders in field of social education and action.

(17) Service in field of camping.

IV. Finance -

Different methods of classifying receipts and expenditures make it difficult to present a satisfactory analysis of income and impossible, at this time, to analyze expenditures according to common categories. The appended table is believed to be substantially correct, although the fiscal year used is not the same in each instance. The distribution of the income according to the categories given is, in some instances, only approximate and is made in order to provide a reasonably accurate basis of comparison.

FINANCIAL STATEMENT - LAST COMPLETED FISCAL YEAR

	H.M.C.	F.C.of C.	F.M.C.	C.of C. B.of E.	I.C.R.E.	M.E.M.	U.S.C.
Balance - beginning of year	$ 7,365.39	$ 7,180.17	$ 4,895.48	$ 85.46	$ 16,589.57 (11)	$ 5,559.39	$ 405.76
Income -							
From Denominations, Bds. or other constituent units	56,082.55	49,440.66	54,488.57 (6)	7,050.03	36,325.06 (12)	13,403.67	622.50
From local Ch.Organizations or units	4,132.74	16,147.37	554.96	--	-- (13)	50.00	--
From individuals	1,610.90	137,493.13	248.00	362.26	54,269.59	--	77.77
From Foundations or Gen'l.Agencies	30.00	45,523.15	500.00	650.00 (10)	3,672.49	--	--
From World Day of Prayer Offerings	21,385.09 (1)	--	(13,400.19) (8)	--	--	--	--
From permanent, trust or general funds	128.68	5,492.78	1,050.00 (7)	--	2,453.60	660.44	--
From royalties, subscriptions or sale of literature	15,537.98	26,171.92	1,565.02	2,758.63	54,759.74	99,190.73	2,550.71
From miscellaneous field recpts.	14,245.16	21,637.48 (3)	1,229.50	7.17	6,931.25	--	--
From all other sources	4,115.92	335.74	4,509.97 (9)	--	5,446.94 (14)	6,500.00 (17)	--
Total income for year	117,269.02 (2)	302,242.23 (4)	64,146.02	10,828.09	163,858.67	119,804.84	3,250.98 (18)
Expenditures -	113,424.96 (2)	300,125.80 (4)	64,113.98	10,833.45	166,204.24	119,817.76	2,976.98 (18)
Balance - end of year	11,209.45	9,296.60 (5)	32.04	80.10	14,244.00 (15)	5,546.47	679.76
Amount of permanent funds held	5,500.00	158,135.78 (5a)	--	--	119,501.69 (16)	--	--
Value of property owned	--	--	--	--	300,000.00	11,589.65	--

FINANCIAL STATEMENT - LAST COMPLETED FISCAL YEAR

	H.M.C.	F.C. of C.	F.M.C.	B. of Z.	C. of C.	I.O.H.M.	M.E.M.	U.S.C.
Balance - beginning of year	$ 7,565.39	$ 7,100.17	$ 4,895.48	$	95.46	$ 16,589.57 (11)	$ 5,599.39	$ 405.76
Income -								
From Denominations, Bds. or other constituent units	56,982.55	49,440.66	54,428.57 (6)		7,090.05	36,325.06 (12)	13,403.67	622.50
From Local Ch.Organizations or units	4,192.74	16,147.57	598.96		--	-- (13)	90.00	--
From individuals	1,610.90	137,003.15	216.00		366.86 (10)	54,669.59	--	77.77
From Foundations or Gen'l.Agencies	20.00	45,723.15	500.00		650.00	3,672.40	--	--
From World Day of Prayer Offerings	21,398.09 (9)	--	--	(8)		(15,400.19)	--	--
From permanent, trust or general funds	124.68	3,492.78	1,090.00 (7)		--	2,455.60	602.44	--
From royalties, subscriptions or sale of literature	15,377.00	66,177.92	1,965.02		6,758.65	44,740.75	99,490.72	2,590.74
From miscellaneous field receipts	14,218.16	21,657.40 (3)	1,225.90		7.17	6,931.25	--	--
From all other sources	4,115.92	335.74	4,509.97 (2)		--	5,440.84 (14)	6,500.00 (17)	-- (16)
Total income for year	117,269.02 (2)	302,240.23 (4)	64,146.02		10,828.09	165,378.47	119,504.44	3,290.36
Expenditures -	112,424.98 (3)	300,125.00 (4)	64,119.98		10,822.45	166,004.84	119,817.76	2,770.-
Balance - end of year	11,209.45	9,296.00 (5)	26.04		80.10	14,243.00 (15)	5,546.47	679.76
Amount of permanent funds held	3,500.00	138,455.78 (5a)	--		--	119,801.69 (14)	--	--
Value of property owned	--	--	--		--	300,000.00	11,589.65	--

(1) Exclusive of $13,400.19 transferred to F. M. C.
(2) Eliminating duplicated items to amount of $5,243.77.
(3) Includes $16,759.17 contributed by cities visited by National Christian Mission
(4) Exclusive of "Special Funds for Special Causes"
(5) $9,735.79 of designated reserve; net deficit $439.19
(5a) Incl. $54,793.35 not now held by F.C.C. but designated for its use.
(6) Net, less diff. in exchange
(7) Central Comm. legacy
(8) Reported by H.M.C. as transferred to F.M.C. - not added in totals
(9) From sundry sources, applicable to deficit
(10) National Conf. of Ch. Rel. Colleges
(11) Includes $10,329.39, Laymon's Crusade Income for 1939 which was actually included in auditor's report for 1940.
(12) Incl. $5,098.48 from State, City and County Councils
(13) Not separately reported; limited in amount
(14) Sundry gifts for designated purposes
(15) Includes $13,435.13 Designated Funds
(16) Incl. $74,000 held by R.E. Found. designated for I.C.R.E.
(17) Withdrawn from Savings Account
(18) Receipts and Expenditures usually about $800.

NOTE - A comparable financial report is not available for the National Council of Church Women. However, for period from June 1 to December 31, 1938, the gross receipts were $2,939.18, the gross expenditures $2,898.00, the balance on June 1, $31.19, the balance on December 31, $72.37.

(1) Balance of $13,400.14 transferred to P. M. C.
(2) Miscellaneous duplicated items in amount of $5,243.77.
(3) Includes $16,799.17 contributed by office visited by National Christian Mission
(4) Balance of "Special Funds for Special Causes"
(5) $9,759.79 of designated reserve; not deficit $4,39.49
(5a) Incl. $54,759.35 not now held by P.C.C. but designated for the use.
(6) Net loss diff. in exchange.
(7) Central Com. Income
(8) Reported by H.M.C. as transferred to P.M.C. - not added in total
(9) From sundry sources, applicable to deficit
(10) National Cont. of Ch. Rel. Colleges
(11) Includes $10,259.39 Lepronic Crusade Income for 1939 which was actually included in auditor's report for 1940.
(12) Incl. $5,098.62 from Stato, City and County Compile
(13) Not separately reported; limited in amount
(14) Sundry gifts for designated purposes
(15) Includes $13,435.13 Designated Funds
(16) Incl. $74,000 held by K.M. Bonds designated for I.C.M.
(17) Withdrawn from Savings Account
(18) Receipts and Expenditures usually about $600.

NOTE - A comparable financial report is not available for the National Council of Church Women. However, for period from June 1 to December 31, 1939, the gross receipts were $2,939.13, the gross expenditures $2,898.00, the balance on June 1, $31.19, the balance on December 31, $72.37.

From the foregoing table it will be seen that these eight general agencies are now operating on a total annual basis, receipts and expenditures, of approximately $780,000. It has not been possible in connection with this report to make any study or to compile any estimates of the aggregate receipts and expenditures of the various regional, state and local cooperative organizations. Such a study should be made. It would undoubtedly show a total investment annually of a very substantial amount in the whole interdenominational movement.

No detailed study has been made of methods of financial promotion. It will be noted, however, that only two Councils, the Federal Council and the Home Missions Council, secure any considerable amount directly from local churches; that only two, the Federal Council and the International Council, depend to any considerable extent on gifts from individuals; that only one, the Federal Council, receives a substantial amount from foundations or general agencies; two, the Home Missions Council and the Foreign Missions Conference, share in the World Day of Prayer offerings.

V. Common Factors in Operation -

It is obvious that these agencies share many interests and activities. This is illustrated by the following selective check list:

Types of interests and activities -	H.M.C.	F.M.C.	F.C.of C.	I.C.R.E.	C.C.B.of E.	M.E.M.	U.S.C.	N.C.C.W.
Field surveys -	V	*V	V	V				
General research -	V	*V	V	V	V			
Radio programs -	V	V	V	V	V			
Production of literature -	V	V	V	V	V	V	V	V
Financial promotion - local church -	V	V	V					
" " - individuals -		V	V	V				V
" " boards and agencies -	V	V	V	V	V	V	V	
" " other church groups -	V	V						V
Field counselling and technical service in phases of church work -	V	*V	V	V	V	V	V	V
Social Education and Action -	V	*V	V	V				V
Aspects of adult education -	V	*V	V	V		V	V	V
Aspects of higher education and work with students -	V	*V	V	V	V			
Aspects of public relations -	V	V	V	V	V			V
Aspects of family and parent education -		*V	V	V				V
Aspects of training of ministers and other church workers -	V	**V	V	V	V			

* Foreign field only

** Missionaries for the foreign field; ministers and other church workers in the foreign field.

PART III - ALTERNATIVE PROPOSALS -

General Statement

I. Obviously, the factual analysis which the Committee has made has been an analysis of agencies - primarily of the general agencies whose inter-relationships are the principal concern of this study, secondarily, and only incidentally, of agencies functioning in regions, states and local communities. We have not undertaken to analize the field in which those various organizations operate or to measure the adequacy of their contribution to the total work of the church. Such a study, we are disposed to believe, would be of very great value and would give added impetus to the effort to expand and strengthen the whole cooperative movement. There is evidence at hand to indicate some of the things that such a study might reveal:

That the lack of an adequately integrated and coordinated strategy of church work is a liniting and weakening factor in very many areas of the church's service;

That, similarly, the influence of the church in the broad realm of public attitudes on issues of vital concern to the church is made less decisive and effective;

That existing interdenominational organizations on every level are limited in their effectiveness, first, because they represent only a part of the churches, second, because they represent only a part of the interests of the churches included in their constituency, third, because in different degrees they are all inadequately supported, fourth, because their inter-relations are such that each is not sufficiently re-inforced by the strength of all;

That, in spite of all limitations, the cooperative movement as a whole is a striking demonstration of the growing unity of the church and of the great actual and potential value of united effort.

II. Specifically, the question may now be asked whether the data before the Committee substantiate the conclusion reached in the preliminary study made in 1940 as to the need for a re-ordering of the churches' forces and for closer relationships among these general agencies. The argument for this conclusion seems to rest upon such grounds as these:

1. One of the most striking characteristics of the cooperative movement as it has developed in America has been its fragmentary and piecemeal character. It is divided and sub-divided both horizontally and vertically. The average minister or church member has no real conception of what cooperation means because he seldom sees more than a fragment of it and often sees it in some actually competitive setting. The cooperative movement as a whole has lacked a consistent pattern of inter-relationships and hence, taken as a whole, has lacked common direction and cumulative force. Organizations operating on the same level have tended to overlap or even to compete as earlier definitions of responsibility have been outgrown and as the inevitable logic of events has drawn them into areas of common interests. At the same time it has become increasingly difficult to relate the cooperative movement developing in states and local areas to a divided national organization of cooperation or, again, to fit our national cooperative structure into the picture of a world ecumenical movement.

[illegible]

(General Discussion)

[illegible]

2. The historically important functional distinctions among the various general organizations have become blurred. Neither in theory nor in practise is it maintained that any of these agencies has an exclusive field of operation in relation to constituency, objectives, programs or techniques. Who, for example, would argue today that religious education can be conceived apart from evangelism worship, social action, stewardship and missions? The growing awareness of common interests is evidenced by a considerable number of inter-council committees and joint projects. This report lists twenty-four instances of such joint activity, some of them quite elaborate, and refers to the great number and variety of less formal inter-council contacts. It also points out the considerable extent to which the various councils conduct parallel or similar activities. Much of this development to date has been exigent rather than the result of any comprehensive plan. It is to be expected that this essential functional inter-dependence would have more adequate recognition and the mechanics of giving it effective expression would be simpler in a more closely-knit type of cooperative organization than we now have.

3. There are many possible practical advantages in a simplified organizational structure. E.g. -

a) An aggregate annual income of close to $800,000 and expenditures corresponding in amount suggest the possibility of increased efficiency and economy through the consolidation of treasury functions and through cooperation in certain phases of financial promotion.

b) A publication business of approximately $200,000 a year is sufficient to justify the maintenance of common editorial and publication facilities.

c) The interests of all these agencies in the field of public relations and their contacts with governmental and semi-public agencies offer a fruitful field for joint cultivation.

d) Similarly, there would be obvious advantages in a joint approach to special groups which are naturally interested in the total program, as women's organizations, racial groups, young people and the laity in general.

e) The need of a unified program of research has already been widely recognized and seems obvious.

4. Most important, the tragic needs of our day have brought both a new reality and a new urgency into the cooperative movement. The admonition of cooperation and unity has come back home to the cooperative organizations. The vision of an ecumenical church is capturing the imagination and challenging the loyalty of an increasing number of Christians around the world. The desperate plight of the world confronts a divided church and a divided cooperative movement as both an appeal and a reproach. While scholars labor with the formidable technical difficulties in the way of realizing the ecumenical ideal and the rank and file of churchmen seek to discipline their spirits in the practise of comity, two things become increasingly clear. One is that in the crisis that confronts Christian civilization today a divided witness and a divided ministry will not be good enough; a divided church will never overcome and conquer a divided world. The

2. The financially significant distinctions among the various general organizations have become blurred. Neither in theory nor in practice is it maintained that any of these organizations has an exclusive field of operation in relation to constituency, objectives, programs or techniques. Who, for example, would argue today that religious education can be conceived apart from ordinary worship, social action, stewardship and missions? The growing awareness of common interests is evidenced by a considerable number of inter-council committees and joint projects. This report lists twenty-four instances of such joint activity, some of them quite elaborate, and points to the fresh number and variety of ideas formal inter-council contacts. It also points out the considerable extent to which the various national organizations or similar activities, lack of this development to date has been caused not, the result of any jurisdictional plan. It is to be expected that this essential inter-relationship would have more adequate recognition and the machinery of giving it effective expression would be adapted in a more closely-knit type of cooperative organization than we now have.

3. There are many possible practical advantages in a unified central administrative. E.g. -

a) An adequate annual income of also to $500,000 and expanded service corresponding in amount suggests the possibility of increased efficiency due to economy through the consolidation of necessary functions and through elimination in certain phases of financial procedure.

b) A unified budget of approximately $500,000 a year is sufficient to justify the maintenance of modern difficult and publication facilities.

c) The integration of all these agencies in the field of public relations can yield cooperation with governmental and semi-public agencies offers a fertile field for joint activities.

d) Similarly, there could be effective advantages in a joint approach to a social program which are actually implicated in the total program, as women's organizations, social groups, young people and the laity in general.

e) The use of a unified budget of resources has already been widely recognized and some advance.

4. Many important, the struggle needs of the day tend to put both a strain reality and a new pressure upon the cooperative movement. The isolation of denominations and unity has gone back long by the cooperative organizations. The [illegible] in economical during in Kingdom [illegible] and challenging the [illegible] of an increasing number of Christians in the world. The cooperative [illegible] world conflicts, [illegible] and a united cooperative movement [illegible] both [illegible] and unrest. While [illegible] for the fundamental [illegible] all traditions in the way of conflicts and [illegible] and the [illegible] [illegible] of character-seeking [illegible] in the practice of [illegible] [illegible] change [illegible] in the [illegible] United Ministry [illegible] Christian [illegible] a divided church will [illegible] and [illegible] United [illegible]. The [illegible] a divided church will [illegible]

other is that a cooperative movement divided within itself is a very imperfect instrument wherewith to unify a divided church. It may well be that our greatest possible service to the ecumenical cause would be to express the degree of unity we now possess through a comprehensive organization of our cooperative endeavors in one integrated structure which would lift this whole effort into a position of high visibility.

These, then are the arguments for closer relationships -

As an essential step in creating an integrated cooperative movement;

As a recognition of the essential inter-relatedness of the functions and interests of these agencies;

As a practical measure for increased efficiency and economy in operation;

As a dramatic and convincing demonstration of the churches' desire for unity.

III. Practical Alternatives -

Assuming, as this Committee does, that the need of closer relationships among these general agencies is clear, what are the advantages and disadvantages of the various procedures by which this end can be achieved? The Committee has examined four alternatives, each of which it proposes to examine in some detail in the succeeding sections of this report. The Committee is not now recommending any particular one of these but will state what it considers the pros and cons for each. These four proposals are as follows:

1. Proposal A - An expanded program of inter-council cooperation within the present organizational structure. This implies the development of somewhat more formal channels of inter-council activity, perhaps on the general model of the Inter-council Field Department, accompanied by an effort on the part of each agency to simplify and improve its own organization.

2. Proposal B - A supplementary inter-council service agency. This implies the retention of the existing agencies and the creation by them of a new joint agency which will carry for all of the present councils certain common services and functions.

3. Proposal C - A new corporate agency to succeed all of the existing councils. This implies that all of the functions relationships and responsibilities of the present agencies will be combined in a single corporate structure.

4. Proposal D - A new corporate agency to succeed some of the existing councils. This implies the creation of a new organization to succeed those present agencies whose primary responsibilities are in relation to the home church, with suitable cooperative relations with other councils which continue as at present.

In its examination of these four proposals the Committee is not presenting in any case an actual blue print of organization but is limiting itself to an outline of general principles and procedures. In considering these successive statements it should be borne in mind: first, that everything done under Proposal A will also be done under Proposal B, and with a simpler operating form; second, that everything included under Proposal B will be incorporated in Proposal C; that Proposal D is essentially like Proposal C, except that it is more limited in scope and will therefore involve cooperation with other agencies along the line either of A or B.

PART IV.

PROPOSAL A - EXPANDED INTER-COUNCIL COOPERATION

I. This proposal does not contemplate any necessary change in the basic organizational structure of any of the agencies. It recognizes and builds upon the many different forms of inter-council cooperation now under way. Its most obvious characteristic is its complete flexibility. Any given piece of cooperative work can be initiated, carried on, discontinued, irrespective of the attitude of the agencies concerned toward any other project. In any given instance those agencies which desire to cooperate can do so even though other agencies do not. Projects can be undertaken and, if they do not prove fruitful, can be given up, or they can be entered into for definitely limited periods of time, without occasioning serious organizational adjustments. On the other hand, there is nothing to prevent the agencies from giving to any particular project whatever degree of formality, elaborateness and permanence they may consider appropriate.

II. The starting point would naturally be the forms of inter-council cooperation now being carried on. Where appropriate these should be enlarged to include other agencies than those now participating. These may be classified as follows:

1. Projects of general and relatively continuing interest -

Intercouncil Field Department (7 agencies)
Association of Council Secretaries (7 agencies in addition to state and local councils)
United Christian Youth Movement (6 agencies)
United Christian Adult Movement (6 agencies)
National Christian Mission (3 agencies)
University Christian Mission (4 agencies)

2. Projects of temporary or emergency character -

Christian Commission for Camp Communities (3 agencies)
Committee to Study Bases of Just and Durable Peace (3 agencies)
Committee on Foreign Relief Appeals in the Churches (2 agencies)
Committee on Christian World Convocation in 1942 (2 agencies)
Church Committee on China Relief (2 agencies)
National Committee of Church Women (3 agencies - will be supplanted by new council of women)

3. Projects of specialized or limited interest -

Joint Committee on Christian Family Life (3 agencies)
Silver Bay Conference Committee (3 agencies)
Pacific Territorial Conference Committee (3 agencies)
Committee on Town and Country (2 agencies)
Church Building Committee (2 agencies)
Committee on Home Missions and Christian Education (2 agencies)
Committee on Sharecropper Projects (2 agencies)
Committee on Training for Rural Work (3 agencies)
Joint Field Studies in Comity and Cooperation (2 agencies)
Committee on Churches in Canal Zone (3 agencies)
Africa Welfare Committee (2 agencies)
Committee on International Relations and World Peace (2 agencies)

4. Informal cooperation - The possibilities of informal cooperation through cross representation, by staff or other personnel, on committees and commissions, at annual meetings, in occasional joint meetings etc., are limited only by considerations of available time and physical strength.

III. Many proposals have been made for additional forms of inter-council cooperation. The following seem most significant:

1. Projects of general and relatively continuing interest -

a) An intercouncil research department, for basic studies in the whole field of the church's interest, to be organized somewhat on the basis of the Intercouncil Field Department.

b) A joint department of financial cultivation, with particular reference to individual and foundation gifts. This would have something of the same significance as unified promotion of denominational causes or a community chest in relation to community social agencies.

c) Some form of inter-council planning or strategy board which would have in view the integration of the total programs of the council. This might be a staff agency or include both staff and other personnel. It should have regular meetings at least quarterly.

d) A joint editorial and publication agency. It is possible that the M.E.M. might serve this purpose for the other agencies.

e) A joint radio department.

f) A joint public relations department.

2. Projects of more specialized or limited interest.

a) The proposal now being studied for a general convocation to be held concurrently with general denominational meetings.

b) It is difficult to conceive of any interest of any of the councils which might not profitably lend itself to some form of intercouncil cooperation and clearance. This is true of all functional interests - as Christian education, evangelism, worship, social action, stewardship; of all approaches to the special needs of racial groups or of particular types of community life; of all considerations dealing with the education of a professional or lay leadership; of the techniques required for the cultivation of particular age groups; of problems growing out of general crises or emergencies, including questions of relief, of contacts with governmental agencies, of aspects of international relations.

It seems unnecessary to attempt to formulate a definitive list of possible projects beyond those now under way. The following, however, are among the areas of interest suggested for such development:

(1) "The effective correlation in Christian Education of the programs of worship, study, social action, service and giving as developed by educational and missionary organizations."

(2) The relation of missionary responsibilities for work in Europe to the Federal Council's Commission on Relations with Churches Abroad.

(3) The involvement of foreign missionary interests in the consideration of international relations and of any future peace treaty.

(4) "Specific developments of cooperative processes in dealing with foreign students, minority groups, deputations from and to churches abroad, refugees."

IV. Advantages and Disadvantages

1. The principal advantages of this proposal are:

a) Its organizational informality. Generally speaking, no organic or constitutional changes are required. Denominational constituents of any council, reluctant to be involved with other councils, need not be formally committed. Each organization involved in any particular project retains full freedom of action and can set definite limits to its responsibility.

b) Its flexibility. Being essentially a 'one cell at a time' process, adaptation to changing conditions is relatively easy.

c) Its experimental character. As far as it goes it represents a genuine experience of cooperation out of which may develop, in time, a desire and readiness for some more adequate measure of unity.

2. The principal disadvantages are:

a) Its cumbersomeness. Already, as almost everyone realizes, the number of separate committees, commissions and conferences required to keep the wheels going in cooperative work is almost intolerably great. Any considerably expanded effort in this field would be likely to fall of its own weight.

b) Its partial and tentative character. In the very nature of the case, it must impress the observer as evidence of a lack of readiness for full cooperation. A process that might seem like a long step toward unity, when sectarian agencies are concerned, is likely, when it concerns agencies established to further the cause of cooperation, to seem a sign of reluctance for unity.

c) It provides no adequate basis for integrating local denominational and interdenominational agencies into a total cooperative program. This seems to many the most serious disadvantage of our present organizational set-up and a definite obstacle in the way of developing a genuine ecumenical movement.

PART V

PROPOSAL B - AN INTER-COUNCIL SERVICE AGENCY

I. This proposal has the same point of departure as Proposal A, namely, the existing forms of inter-council cooperation. Like that proposal it does not contemplate any necessary changes in basic organizational structure. A third point of similarity is that its range of interests may include any or all of the interests covered by Proposal A. Its method, however, is more formal, its field more sharply delimited, its structural basis more substantial and permanent.

The principal elements of this proposal are the following:

1. The cooperating agencies shall create a supplementary or intermediate organization which might be known as "The Inter-council Service Agency". (Other names suggested are "The United Church Councils" or "The Associated Church Councils" or "The Inter-Council Service Federation".)

2. The functions of this agency shall be strictly limited to those common services which are entrusted to it. With respect to those it shall have autonomous authority but it shall not be expected to take the initiative in extending its area of operation except by recommendation to its constituent agencies.

3. This agency shall be subject to and shall have its direct relations with its constituent agencies. It shall not have direct relations with denominational agencies or churches as such.

4. Its governing body shall be a Commission consisting of a stated number of representatives from each member agency. It is suggested that this be 20 each in the case of the Federal Council, International Council, Home Missions Council and Foreign Missions Conference, and 10 each in the case of the other agencies.

5. It shall organize departments, with corresponding committees, for such services as it is to render. Committees may include members outside of the personnel of the Commission itself.

6. The budget of the Commission should be provided wholly by the supporting Councils on such a basis as shall be determined.

7. It shall have a joint staff selected by and directly responsible to it for the performance of the common services for which it is made responsible.

II. Among the basic interests, for the development of which departments should be established, are the following:

1. Field Department.
2. Department of Research and Field Survey
3. Department of Mercy and Relief.
4. Department of Financial Promotion, with responsibilities in the fields of publicity and financial cultivation.
5. Department of Religious Radio.
6. Editorial and Publication Department.
7. Department of Public Relations.

III. Specific general responsibilities, not organized as departments but designed to further the integration of cooperative programs, might include the following:

1. To serve in conjunction with staff and other representatives of the cooperating agencies as an inter-council planning or strategy board.

2. To assemble and conduct occasional plenary conferences on the whole field of the cooperative work of the churches for the purpose of developing attitudes favorable to further cooperation and unity.

3. To serve as a direct link between the general agencies and the Association of Council Secretaries.

IV. While, obviously, the utility of such an agency is chiefly in fields which, first, are of concern to all of the councils, and, second, represent collateral rather than primary functions, it might also assume the responsibility to organize and direct any of the existing or suggested forms of intercouncil cooperation noted under Proposal A. To this end, in addition to its permanent staff, it might develop a cooperating staff drawn from the staffs of the Councils or of their constituent units.

V. Advantages and Disadvantages -

1. The principal advantages of this proposal are:

a) It is clear-cut and definite. The field of operation of this agency would be clearly delimited and the extent and significance of its responsibilities easily understood.

b) Having a permanent organization and staff, it would give a degree of continuity and cumulative significance to cooperative projects which they now lack.

c) In at least some areas of common concern it would serve as a point of contact between the general agencies and the state and local agencies, thus filling one definite need.

d) It could give more effective supervision to the various cooperative projects undertaken, particularly where they are complicated or highly technical in character.

e) Since it does not call for any change in the corporate structures of existing councils, it might prove more acceptable to many and yet might provide an experience in successful cooperation out of which a more complete structural unity might later emerge.

f) It would be relatively easy to launch, since it merely requires the assent of the councils themselves and could be undertaken with reasonable hope of success even if some of the councils did not agree to cooperate.

2. The principal disadvantages are:

a) In appearance, at least, it would seem to increase the already existing confusion by adding to the present agencies a ninth agency. If it were given a really significant range of responsibilities, it would be difficult to explain why corporate unity would not be a simpler and more logical answer in the presence of so many common and overlapping interests.

b) While such an agency would probably increase efficiency it would doubtless also increase expense. The specialized staff which would be required would not materially reduce the staff requirements of the councils since many of those common functions are now carried by staff members having other duties in fields which would remain the direct responsibility of the several councils.

c) Like most compromise proposals, it would not be likely really to satisfy anyone. To some it would seem to be a step to limit the authority of the councils and to restrict their independence of action. To others it would seem to be only a half-step, and appearance of unity without its substance, and actually designed to retard unity by seeming to reduce the necessity for it.

PART VI -

PROPOSAL C - A SINGLE CORPORATE AGENCY

I. This proposal contemplates the creation of a new, single corporate agency to succeed and replace all of the present general agencies included in this study and to combine all of their interests and functions. Such an organization would be conceived of as a comprehensive manifestation of the cooperative spirit of American Protestantism and as a central link in an integrated ecumenical program. It would have organic relationships with the churches as such; with their functional and administrative agencies for missions, Christian Education and related causes; with cooperative organizations in local communities, states, provinces or regions of the United States and Canada; with cooperative organizations in other lands; and with any international or world-wide cooperative organizations.

II. Basis of Organization -

1. Name - The name suggested for this agency is "Council of the Churches of Christ in North America".

2. Method of organization - The process of effecting the organization would include the following steps:

a) Approval by the governing body of each present council and by those denominational and other agencies which, by its present constitution, make up its constitutent membership;

b) Approval by the constituent churches according to their respective politics.

c) Formal action by a fully representative constitutional convention called for this purpose.

3. Incorporation - A new charter should be secured. It does not seem desirable to use the charter of any one of the now incorporated agencies. It would be necessary for legal counsel to draw up the new charter and to indicate necessary amendments in existing charters to permit merger without jeopardizing financial or other interests.

4. Statement of purpose -

The objects of the Council should be stated -

a) In general terms - as to manifest the essential unity of the cooperating churches in spirit and purpose for the furtherance of their common mission in the world;

b) In terms of specific functions - as to advance the objects and purposes and to carry on the work of these interdenominational agencies which agree to enter into this plan, together with such additional objects and purposes as may, from time to time, be agreed to by the cooperating churches;

c) In terms of ecumenical relationships - as to constitute the North American unit in an integrated organization of cooperative Protestantism.

5. Basis of membership -

a) Complete membership, i.e. adherence to the Council as a whole will be by action of the appropriate ecclesiastical authorities of the cooperating denominations, with such concurrent action, in each case, by functional agencies and other denominational units as may be possible or desirable.

It is suggested that those denominations which are prepared to take this step be asked to adopt a comprehensive statement of cooperative purpose which each would recommend to its constituent units and individual congregations for the purpose of undergirding the entire cooperative movement.

b) Partial or limited membership: those denominations which are not prepared to accept complete membership will be urged to identify themselves with particular divisions, departments or functions of the Council. This may be either by ecclesiastical authority or by action of an individual board or functional agency of the denomination.

c) Membership of territorial or local interdenominational organizations: provision should be made for organic relationship to the Council of sub-national organizations which are constituted by the official action of denominational bodies within their respective areas of operation and which in their organization and objects, conform to such standards as the Council shall set.

d) Organizational membership: provision should be made for adherence to the Council of other general organizations having related interests and responsibilities and which operate in cooperation with the denominations constituting the Council.

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III. Constitution of Central Plenary Body -

1. The ultimate control shall be through a central plenary body or Council, initially consitituted by the denominations accepting complete membership. A formula should be worked out which might provide for denominational representation on this Council on some such basis as the following:

a) At least five for each denomination;

b) Additional representation on the basis of total communicant church membership;

c) Additional representation on the basis of total annual expenditures through boards or functional agencies corresponding to the main divisions of the Council's work.

2. Denominations which, by official ecclesiastical action, accept partial or limited membership should, if they desire it, be accorded representation on the plenary body proportional to annual expenditures within the fields covered by such limited memberships.

3. Sub-national interdenominational agencies should have direct representation on the plenary body, the individual representatives being limited to members of denominations constitutent to the Council and subject to their official approval. The detailed basis of this representation should be worked out in cooperation with the Association of Council Secretaries.

4. Other organizations adhering to the Council should have a stated and uniform basis of representation on the plenary body by persons of their own selection.

5. Provision should be made whereby the plenary body, constituted as above, may add to its membership a class of "Members-at-large", in order to secure the services of persons who can bring a special contribution to the Council, such members being limited to persons who are members of constitutent denominations and being subject to ratification by their respective denominations.

6. Definite constitutional provision should be made whereby the appointments of each member denomination to the plenary body should -

a) include representation of each of its major boards or functional agencies corresponding to divisions of the Council's work;

b) approximate as closely as possible an equal division between professional and lay representation both men and women;

c) include representatives of special racial and occupational groups;

d) be distributed by regions so as to be thoroughly representative geographically.

IV. Functions of Central Plenary Body -

1. The constitution should explicitly provide that the plenary body of the Council has no administrative control over the constitutent denominations as such or over their respective boards and agencies.

2. The principal functions of the plenary body, to be carried out by it directly, or through some ad interim body, as Executive Committee, of its own creation, or through staff representatives, should include the following:

a) The general oversight, review and coordination of the whole field of work of the Council;

b) All ecclesiastical actions as such, where the constitutent churches in their plenary capacity are acting through the Council;

c) Actions and basic studies concerning the relations of churches as churches with one another;

d) The making of representative utterances as the "voice" of all the churches;

e) The relations of the Council to still larger cooperative bodies (as the World Council of Churches); a special section should be created, composed of official representatives of denominations adhering to the World Council of Churches, as the North American Section of that Council;

f) Relations of the Council to government and to the general North American public.

3. The various 'service' agencies of the Council shall be under the direct administration and control of the plenary body.

V. Executive Committee -

An Executive Committee should be created by the plenary body and should have its full powers ad interim.

This Executive Committee, while small enough to permit it to meet with reasonable frequency and really to direct the on-going work of the Council, should, in general, be so constituted as to be representative of all the bodies, interests and types of personnel included in the membership of the plenary body itself. If at all possible, provision should be made to meet the necessary travel expense of members in attending meetings of the Executive Committee.

The Executive Committee should be authorized to create a small Administrative Committee with assigned and limited adinterim administrative responsibilities; also such other standing or special committees as may be necessary or convenient for the discharge of its responsibilities.

IV. Relationship of Central Planning Body -

1. The central planning agency should be directly responsible to the planning body or the Council for its administrative control over the individual operating units of each of our industries and services.

2. The administrative functions of the planning body, to be carried out by its executive, or through a special body, or through the Committee, or by an outside agency, or through other agencies, should include the following:

a) The general planning, review and coordination of the whole field of work of the Council;

b) All economic final outlays or grants, from the administrative budget in their planning capacity, or through the Council;

c) Advance and factor administrative accounting and relations of the operations with the analysis;

d) The audit or supervisory administrative control of all the activities;

e) The right of the Council to call larger executive bodies (or the Joint Council of Ministers) a special meeting should be made, employed or official in consultation or consultation with the world trade or industry, or the local or local social or local Council;

f) Relations of the Council to government and to the general Union institutions plan.

3. The political importance of models of the Council shall be under the direct administration and control of the planning body.

V. Executive Committee -

An Executive Committee should be created by the planning body and should have full powers of authority.

The Executive Committee, while small enough to permit it to meet with reasonable frequency and readily to transact the business of the Council, should, in general, be an administrative or the representative of all the people, industry and types of personnel included in the membership of the planning body itself. If at all possible, provision should be made for such the necessary general employees of industry attending meetings of the Executive Committee.

The Executive Committee should be authorized to create a small administrative committee of appointed individual administrative responsibility, also such other administrative and technical employees as may be necessary or convenient for the efficiency of its responsibilities.

VI. Operating Divisions -

1. The basic work of the Council, other than those interests reserved to the plenary body itself, shall be conducted through Operating Divisions, the distinctions between which are broadly functional. While each of these Divisions will have the primary responsibility to develop the basic philosophy and the requisite programs and procedures within its assigned field, it should be understood that there will be a large degree of inter-divisional cooperation and exchange of ideas and that in various particulars, as in the approach to special constituency groups, definite channels of inter-divisional joint activity will be provided. All of the divisions will utilize the various Service Departments of the Council.

2. At the outset, assuming that all of the present agencies approve of the new Council, there shall be six Operating Divisions. Others may be established, if required, by the plenary body. The initial Divisions will be:

a) Division of Worship and Evangelism,

This Division will include the present functions of the Department of Evangelism and Committee on Worship of the Federal Council and the functions of the United Stewardship Council. It might have three Departments corresponding to these interests.

b) Division of Christian Education.

This Division will include substantially all of the activities, other than promotional and fiscal, of the International Council. Of the list of program activities of that Council given on pages 31 and 32 of this report all except items (7),(9),(11), (12), (14), and (16) would be represented in the responsibilities of the Division. Provision would be made in its organization for the various age-group and technical specializations represented in the present Council.

c) Division of Christian Social Action.

This Division will include the present functions of the Department of the Church and Social Service, Department of Race Relations, Committee on Religion and Health of the Federal Council, and certain interests, not separately departmentalized, of the International Council, Home Missions Council and Foreign Missions Conference.

d) Division of Institutions of Higher Education.

The functions of this Division will, in general, correspond to those now carried by the Council of Church Boards of Education.

e) Division of Foreign Missions.

This Division will, in general, correspond to the Foreign Missions Conference.

f) Division of Home Missions.

This Division will, in general, correspond to the Home Missions Council.

3. It should be noted that certain interests of the present agencies are within the range of functions reserved to the plenary body itself. Other interests, notably research, radio, publications, promotion, public relations, field activities and finance, will be cared for by the Service Departments.

4. Characteristics of Operating Divisions -

a) Each Division will be authorized to establish and maintain direct relations with the denominational boards and agencies corresponding to its field of operation, including those of denominations not included in the constituent membership of the Council, and with other organizations carrying similar interests.

b) Each Division will have related to it, for the general direction of its work, a representative commission constituted, primarily, of official representatives of its corresponding denominational agencies.

c) Within the limitations of the constitution of the Council and of such general actions as may be taken by the plenary body, each Division with its corresponding Commission will be accorded a substantial measure of autonomy in the discharge of its assigned functions. This autonomy will be in relation to the following general understandings:

(1) No actions will be taken which impinge upon functions reserved to the plenary body itself without specific authorization;

(2) Financial commitments will be subject to authorization by the Executive Committee;

(3) The work of each Division will be subject to review by the Staff of the Council as a whole and by the Council itself.

d) The Commission of each Division may create such departments within the Division and such special departmental or other committees as it may deem necessary or desirable.

e) The Commission of each Division may establish such professional advisory sections as it may deem desirable and may determine their membership and methods of operation.

f) Each Division will be expected to cooperate with the Department of General Promotion in furthering the total interests of the Council and, specifically, in securing the funds necessary for its own work. However, no Division shall be required to underwrite or become wholly responsible for its own budget.

g) In general, effort should be made to secure a full measure of participation in the work of each Division on the part of lay representatives, both men and women, and of young people.

VII. Service Departments

1. For the service of the Council as a whole, of the various Operating Divisions, and of the various sub-national cooperative organizations and the denominational agencies constituent to the Council, Service Departments shall be established and maintained under the Direction of the Executive Committee of the Council.

2. At the outset, there shall be ten such Departments, in addition to the Treasurer's Office. These may be added to or discontinued as the Executive Committee may determine. The initial Departments will be:

a) Department of Field Service. The functions of this Department will, in general, correspond to those of the present Intercouncil Field Department. Specifically, it will represent the Council in its relations with all sub-national cooperative organizations, will clear all major field programs, and will be responsibile for the cultivation of unorganized areas.

b) Department of Research and Field Survey. This Department shall be responsible for basic research in the entire field of the Council's work as well as for such field surveys as may be required. It will thus continue the work being carried on now through the research departments of the Federal Council, International Council, and Foreign Missions Conference and the work in this field, not separately departmentalized, being done by the Home Missions Council and Council of Church Boards of Education.

c) Department of Missionary Education, with the responsibilities now carried by the educational division of the M.E.M. This Department should also provide editorial service for all periodicals and other publications of the Council.

d) Department of Publication, with responsibility for the printing and circulation of all publications of the Council.

e) Department of Financial Promotion.

f) Department of Mercy and Relief, for the coordination and direction of all emergency and relief appeals.

g) Department of Religious Radio

h) Woman's Department, for the cultivation of the interests of organized groups of women and for channeling down to them the full program of the Council. In general, this Department will represent the field of interest of the united woman's council now in process of formation.

i) Young People's Department. This Department, similarly, will serve in relation to organized young people's groups and will seek to further the participation of young people in the whole program of the Council.

j) Department of Public Relations. This Department should be conceived of in a much broader sense than just publicity for the work of the Council. Its major functions are to develop public attitudes favorable to the objectives of the Council, to create an informed public opinion on questions and issues related to the work of the church, to interpret the mind of the church in relation to questions of public policy, and to cultivate the relations of the Council with public and semi-public agencies. One of its responsibilities might well be to promote the participation of laymen in the work of the Council.

k) Treasurer's Office, with the usual functions concerned with the receipts, disbursement and investment of funds, care of properties owned, and office management.

3. General Characteristics -

a) The Executive Committee shall appoint, or authorize the appointment of a committee to cooperate with each Department. In the case of the Department of Missionary Education this Committee shall be composed of official representatives of cooperating Home and Foreign Missionary Boards and Boards charged with responsibility for missionary education, constituted somewhat as the Board of Managers of the M.E.M. is now constituted and with such standing sub-committees as it may determine. In the case of the Treasurer's Office, there shall be a Finance Committee, with such standing sub-committees as it may determine, charged with the oversight of all activities of the Treasurer's office and responsible directly to the Executive Committee.

b) The Departments under b), c), h) and i) of the foregoing list shall be understood to have the same general measure of autonomy, subject to the same limitations, as the Operating Divisions.

4. If other interests reserved to the plenary body of the Council as such require specialized staff attention, special departments or commissions may be established to care for them. Such interests might be -

Study of Church Unity;
Relations with Churches Abroad;
International Relations and World Peace.

VIII. Staff Organization.

1. Executive personnel.

a) The Council will have a General Secretary, charged with responsibility for the oversight, direction and coordination of the work of the Council as a whole.

b) Heads of Operating Divisions will have the title of Executive Secretary, heads of Departments the title of Secretary, except that the head of the Treasury shall be known as Treasurer.

c) Assistants to the General Secretary, the Executive Secretaries, Secretaries and Treasurer may be appointed as required.

2. Staff Council.

There shall be a Staff Council composed of all members of the Executive Staff, under the chairmanship of the General Secretary. This will have frequent and regular meetings and will be charged to review the programs of the several Divisions and Departments and to consider necessary adjustments and common procedures. Since the Council should regard itself not as a loose federation of autonomous units but as a well integrated and thoroughly unified agency, the Staff Council may actually perform a very important function in developing common points of view so that the entire program may be the result of group thinking.

[illegible]

[illegible] Transportation -

[illegible]

[illegible] Organization

[illegible]

[illegible] Committee

[illegible]

[illegible]

[illegible]

3. National Staff.

There shall be a National Staff, meeting annually, composed of the members of the Staff Council and the executives of all affiliated agencies in regions, states and communities. Its functions will be, broadly, in the field of general policies and relationships from the point of view of developing a unified ecumenical movement.

IX. General Considerations -

1. It should be noted, first, that the significance of this proposal is in relation to its general outline rather than to any specific organizational detail. Its essential features are -

A comprehensive, unified program;
A representative plenary body;
Operating Divisions on broad, functional lines;
Technically competent Service Departments;
An integrated staff organization;
Organic relations with cooperative organizations on other levels.
A method of relating to the total program all special groups.

2. It should be noted, further, that all the facilities of the Council will have in view the service of cooperative agencies on other levels as well as the needs of the Council itself; and that these other agencies will have in view the advancement of the major objectives of the Council, since they will be an integral part of the Council organization.

X. Advantages and Disadvantages.

1. The principal advantages of this proposal are:

a) It assures the continuance, within a common frame work and in relation to common objectives, of all the essential features of the present agencies without blurring or loss of their distinctive character. Special denominational or other agencies and special constitutency groups which have had relations with particular interests may continue to be directly related to these same interests.

b) It should effect completer and easier coordination of the activities carried on by the present cooperating organizations, as parts of a single comprehensive whole, which constitute their united Christian service to North America and to the world. There will be fewer bottlenecks, less duplication, smaller chance of lost motion or of friction.

c) Corporate unity will make natural and inevitable a larger and more effective use of common services, thus jointly facilitating all phases of the work to an extent which cannot be separately achieved.

d) The plan for a single corporate body will afford a more effective channelling of the whole range of cooperatively undertaken interests and activities through denominational and territorially federated agencies, down to the "ultimate consumer" represented by local denominational units, congregations and local church groups. It approaches to subordinate corporate agencies and local churches will be simpler, more precise, more effective all along the line.

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[illegible]

IX. [illegible]

[illegible]

[illegible]

[illegible]

X. [illegible]

[illegible]

[illegible]

e) The creation of a single corporate body of interchurch agencies constitutes a stronger witness to the unity of the church. It will have a different psychological effect upon the whole Christian constituency. The constituency is not likely to believe that inner unity is sufficiently strong until it sees such unity structurally confirmed and expressed.

f) The creation of a single corporate body will bring to all the now separately organized parts a fuller experience of belonging to the whole process of Christian cooperation in America. There will be a stronger sense of backing by the power of the total movement and the participants will have richer personal relations as members one of another in a common organization as well as a common task.

2. The principal disadvantages are:

a) In view of the differences in the denominational constituencies of the present agencies, there is a possible danger that an inclusive agency would not secure the support of some denominations or denominational agencies.

b) In any comprehensive merger of organizations there is a possibility of loss of some part of the present financial support.

c) The extent and variety of the interests and activities involved would require that such an agency be, at best, a relatively complex organization.

d) Necessarily, a corporate agency such as is here proposed would have more structural rigidity than the less formal types of inter-council cooperation. If such a plan did not work out successfully it would be far more difficult to withdraw from it than from less formal projects. There is, therefore, much more at stake in launching it.

e) The process of carrying this proposal into effect would inevitably be very complicated and difficult.

PART VII -

PROPOSAL D - A NEW CORPORATE AGENCY OF LIMITED SCOPE

I. The essential point of this proposal is that if all of the existing general agencies are not prepared to create a single corporate agency as in Proposal C, a new corporate agency of more limited scope might be created to succeed those of the present councils which have their primary relation to the home field. These are the Federal Council, The International Council, the Home Missions Council, the Council of Church Boards of Education and the United Stewardship Council. The elimination from this proposal of the Foreign Missions Council would probably also eliminate the M.E.M. and the Woman's Council, both of which are equally related to Home Missions and Foreign Missions.

II. No detailed description of this proposal seems necessary. Its organization would follow the same general pattern outlined in Proposal C except for the elimination of certain functional interests and hence of the corresponding units of the organization.

From the list of Operating Divisions, the Division of Foreign Missions would be omitted.

From the list of Service Departments the Department of Missionary Education would be omitted.

Certain other Divisions and Departments would have a somewhat more limited scope than indicated in Proposal C.

III. Necessarily, the significance of such an agency in relation to the total ecumenical movement would be less. Its utility in relation to the cooperative organization of Protestantism in local areas might be substantially the same.

Such a council would face the necessity of developing cooperative processes between its own operating units and those councils which continue separate operation. It would thus only partly escape from the complexities of the existing situation.

With these modifications, most of what is said of Proposal C applies to this proposal also.

PART VIII

CONCLUSION

The Committee fallly appreciates the inadequacy of the analysis it has been able to make. There should be further study both of the fields of work of the general agencies and of the organization, work, relations and needs of the sub-national organizations. There should also be an actual blue-printing of any particular type of closer relationships deemed desirable.

As said earlier in this report, the Committee presents its factual analysis and outline of proposals without specific recommendations. It does, however, voice its earnest conviction as to the importance of this study and as to the need of effecting the closest possible relationships among these agencies.

Regarding this Study Conference as a stage in a continuing process, the Committee assumes that the Conference will formulate a judgment as to the direction in which this process should move and will indicate what further steps should now be taken.

Respectfully submitted,

AD INTERIM COMMITTEE ON THE
STUDY OF CLOSER RELATIONSHIPS -

Luther A. Weigle, Chairman
H. N. Morse, Secretary

11/21/41